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Report of the Secretary-General

Summary

The present report on programme performance of the United Nations Secretariat during the biennium 2006-2007 is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Both output, the traditional measure of performance, and the extent to which expected accomplishments have been achieved are examined. The analysis of programme performance indicated that the production of outputs was maintained at the levels described in previous reports, and in terms of expected accomplishments, the Organization was able to achieve very important results during the biennium. The analysis also showed that there were differences between the parts of the programme budget, some of which were due to the nature of the programmes and some to problems in formulating and measuring performance. The highlights of performance by different parts of the budget and challenges and obstacles are presented in chapter II, and detailed results at the programme and subprogramme levels are set out in chapter VI. While the presentation of results is more complete than in the previous biennium, methodological problems persist. They include inadequate drafting of expected accomplishments in measurable terms, confusion of outputs with outcomes, inadequate specification of performance targets and difficulties in systematically acquiring and recording performance data that show the connection between outputs and outcomes. It is recommended that the Committee for Programme and Coordination take note of the report, endorse its methodological conclusions and use the detailed performance information from 2006-2007 in its review of the proposed strategic framework for the period 2010-2011.

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* A/63/50.

Note: An expanded version of the report of the Secretary-General on the programme performance of the United Nations for the biennium 2006-2007, containing links to additional information, is available online at http://www.un.org/depts/oios/ied/ppr2006_2007.htm.

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I. Introduction

1. The present report on programme performance of the United Nations Secretariat during the biennium 2006-2007 is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). It is a key accountability and management device in the Organization's results-based budgeting approach.

2. Results-based management consists of a four-part cycle, from planning and budgeting to implementation to monitoring to evaluation. Put simply, under such a system programme managers respond to intergovernmental mandates by promising the results that they will influence through the outputs and services that they deliver with the resources provided by Member States, as long as previously established external factors do not influence the outcomes. Once these expected accomplishments have been approved by the Member States, programme managers produce the outputs and services, noting when expected accomplishments are achieved or results occur. At the end of the biennium, they report by way of the programme performance report on the extent to which the promised results can be observed. This information is then taken into account by the relevant intergovernmental bodies in assessing the realism and likely effectiveness of the commitments made in the next strategic framework. Evaluation is used to determine when programmatic changes are needed to improve the effectiveness of the programmes.

3. In paragraph 64 of the report on the accountability framework, enterprise risk management and internal control framework, and results-based management framework (A/62/701 and Corr.1) the Secretary-General noted that:

> Although regulations, rules, procedures and guidelines are in place for implementing a results-based approach for the preparation of planning and budgeting instruments, the Secretary-General agrees that the actual practice of results-based management of programmes and staff has been inadequate. The planning, budgeting, monitoring and evaluation activities, including the reporting on achievement of results, have been viewed more as a compliance matter rather than as a management tool for understanding what has worked well and why.

4. Furthermore, in paragraph 75 of the report, it was observed that priority would be given to improving the usefulness of the programme performance report for both programme managers and Member States by making better use of performance data and by addressing the urgent issue of the timeliness of performance reporting.

5. In finalizing materials for the programme performance report, special attention has been given to observations made by the subsidiary bodies of the General Assembly pertaining to the report for the biennium 2004-2005 (A/61/64), as reflected in the report of the Committee for Programme and Coordination (A/61/16), the recommendations of which were endorsed by the General Assembly in its resolution 62/235.

6. The present report builds on previous programme performance reports. It contains information on the production of outputs, the traditional measure of performance, and provides an overall account of the results obtained by the

Organization as informed by the various departments. Pursuant to General Assembly resolution 59/275, in which the Assembly endorsed the conclusions and recommendations of the Committee for Programme and Coordination,[1] the present report provides information that should allow Member States to assess programme performance.

7. While output implementation rates reached 91 per cent in 2004-2005, there was a slight decrease to 90 per cent during 2006-2007. While output implementation is useful in determining the performance of the United Nations in terms of what it has full control of, what matters is whether an output induces something to happen (progress in the achievement of an expected accomplishment). The present report focuses on analysing the results obtained by the Organization, as well as on the outputs delivered during the biennium.

8. Overall, the current programme performance report covers more than 44,000 outputs and 651 expected accomplishments implemented under 32 sections of the programme budget. The results achieved by the Organization are elaborated through detailed reporting on the appointment of individual expected accomplishments, as evidenced by indicators of achievement and the outputs delivered during the period. It should be recalled that for each expected accomplishment in the programme of work for 2006-2007 there is at least one indicator of achievement to measure whether the expected accomplishment has been achieved. Similarly, there is usually at least one set of performance measures (baseline and target) for each indicator of achievement.

9. Chapters II and III of the report provide an overview of the results accomplished by the Secretariat as a whole during the biennium, a summary of output implementation statistics and data on resource use. They are organized according to 10 areas of the programme budget for 2006-2007, corresponding to 32 different budget sections.

10. Chapter IV includes a statement of appropriations of the United Nations for the biennium 2006-2007, and chapter V comprises a set of recommendations to the Committee for Programme and Coordination. Chapter VI covers programme performance under each section of the biennial programme budget, comprising a summary of programme-level results and performance constraints followed by a review of performance pertaining to individual subprogrammes and associated expected accomplishments.

11. The combination of a results-based analysis with an output-oriented one provides a more complete overview of the major achievements and work performed by the United Nations during the biennium 2006-2007.

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[1] In its report on its forty-fourth session (A/59/16, para. 388), the Committee for Programme and Coordination recommended that "the relevant programme of the proposed strategic framework be considered in conjunction with the corresponding section of the programme performance report".

II. Overview of key results achieved by the United Nations

A. Overall policymaking, direction and coordination

12. The United Nations has 63 years of experience in providing Member States with high-quality services, which was maintained during the biennium. Among the major achievements of 2006-2007 is the fact that almost no dissatisfaction was expressed with the conference services provided to intergovernmental bodies. The translation and interpretation services produced outputs within their planned levels. This was due partly to a global information technology initiative that was launched in 2006 with a view to coordinating, streamlining and standardizing conference processes across the Department for General Assembly and Conference Management, thus promoting interoperability and efficiency. Measures were introduced to improve the working methods of the General Assembly and its Main Committees, which facilitated the planning and coordination of meetings and documentation and the work of the Member States. Workload forecasting was improved through better planning, which in turn allowed for the implementation of cost-effective methods of delivering services.

13. One aspect of performance that is not entirely satisfactory is the proportion of documents at all headquarters duty stations that were not issued in all languages in accordance with the six-week rule. While the intention was to have all documents issued in compliance with the rule, this could not be accomplished. Performance in this area continues to be heavily affected by factors that fluctuate significantly, such as the timeliness of the submission of documents by author departments and the utilization by intergovernmental bodies of meeting services. Compliance by author departments with the page limits also remains a challenge, and is in some cases beyond the control of the Secretariat.

B. Political affairs

14. The political affairs part of the programme budget includes some of the most visible work of the Organization. Two of the priorities for the biennium, maintenance of international peace and security and disarmament, fall under this part. By definition, much of the work is event-driven and depends on decisions made by the Security Council and other intergovernmental bodies. Defining realistic targets in this context has proven difficult. Still, overall, the component programmes met or exceeded their targets.

15. The political affairs programme received 90 per cent favourable feedback from members of the Security Council and others on the usefulness and timeliness of the advice and materials provided. It also successfully supported a number of missions and contributed to major achievements, such as the agreement reached by the Democratic Republic of the Congo and Uganda to resolve differences and to address the issue of illegal armed groups and the Greentree Agreement reached by the Governments of Cameroon and Nigeria related to the transfer of authority of the Bakassi Peninsula, in accordance with the ruling of the International Court of Justice. In peacekeeping operations, most of the expected accomplishments in the areas of mine action and civilian police activities were achieved. Despite the lack of agreement among Member States on a broad disarmament agenda, the disarmament programme is aiming for the adoption of the Final Declaration and Measures to

Promote the Entry into Force of the Comprehensive Nuclear-Test-Ban Treaty and the Plan of Action to Promote the Universality of the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects and the establishment of a sponsorship programme supporting its implementation. The programme on outer space included in its results an increased number of ratifications of relevant conventions, although the causal connection between this and the activities of the programme are not clear.

16. With respect to accomplishments not entirely met, major factors were intergovernmental decision-making that took longer than expected and decisions by Member States to postpone or cancel a meeting or series of meetings. The peacekeeping operations programme spent considerable effort on the establishment of the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and the United Nations Mission in the Central African Republic and Chad (MINURCAT), which are two unique and complex operations that needed to be deployed almost to the centre of Africa, over extended supply lines and across inhospitable terrain. Those operations are especially challenging, as both call for intensive collaboration with partner organizations. Considerable time, attention and refinement are required to build effective and complementary partnerships to successfully meet those challenges. For the disarmament programme, one area in which targets were not met concerned improving the gender balance. The programme found that only a few female experts on disarmament were available at the governmental level, making it difficult for Governments to nominate female candidates for expert groups.

C. International justice and law

17. The promotion of justice and international law was one of the priorities adopted for the biennium. Organizationally, this category consists of the Registry of the International Court of Justice and the legal affairs programme of the Secretariat. Although the Registry included expected accomplishments in the programme budget for 2006-2007, it provided no information on the extent to which it had achieved them.

18. For its part, the Office of Legal Affairs achieved most of its targets. The programme minimized the legal liabilities of the Organization, including by reducing claims of $13.3 million to approximately $2.8 million. In the subprogramme on international trade law, two new major United Nations Commission on International Trade Law (UNCITRAL) texts were produced, 86 additional judicial and arbitral decisions were made on the basis of UNCITRAL texts and 42 additional treaty actions and national enactments of UNCITRAL texts were reported. In general, the programme provided legal advice to the principal organs on matters concerning international peace and security, transitional justice and human rights to the satisfaction of those bodies. It provided advice on the establishment of complex and multidimensional peacekeeping operations, supported the work of the international criminal tribunals and was engaged in the establishment of the Special Tribunal for Lebanon. By their nature, the activities of the Office depend to a considerable extent on the needs of its clients. This means that its priorities are largely determined by factors that are not under its control.

D. International cooperation for development

19. The programmes based in the different headquarters duty stations that work in the area of economic and social development addressed three of the priorities for the biennium; namely, the promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences; the development of Africa; and drug control, crime prevention and combating international terrorism in all its forms and manifestations. Taken together, those programmes showed a consistently high level of performance, with most meeting the majority of their expected accomplishments.

20. A major set of results involved ensuring that intergovernmental deliberations on development issues were successful. The Department of Economic and Social Affairs, for example, supported the first Economic and Social Council annual ministerial review (Geneva, July 2007), which promoted stronger accountability for the implementation of the internationally agreed development goals, including the Millennium Development Goals. The provision of substantive support to the High-level Dialogue on International Migration and Development held in New York in 2006 and the Global Forum on Migration and Development held in Brussels in 2007 led to more consistent policy approaches and the identification of new instruments and best practices. The Department successfully facilitated the intergovernmental processes leading to the adoption of three landmark agreements: the Convention on the Rights of Persons with Disabilities (2006), the Declaration on the Rights of Indigenous Peoples (2007) and the non-legally binding instrument on all types of forests (2007). The triennial comprehensive policy review in 2007 contributed to system-wide coherence and will serve as the guideline for United Nations system development cooperation from 2008 to 2010.

21. The programmes all produce policy analyses and studies that are made available to users over the Internet and all showed a much greater than expected level of use as measured by downloads and web hits. The number of documents downloaded is a particularly effective measure of results since it can be reasonably assumed that the documents are read. While this does not guarantee that the information or analysis in the documents is used, it is likely that it is. For example, the reports of the United Nations Environment Programme (UNEP) are accessed on average 90,130 times a month. The Global Environment Outlook website and data portal recorded on average 294,386 monthly downloads, attesting to an enhanced awareness of the work of UNEP. Other results included evidence that the quality of publications was highly regarded. For example, the flagship reports of the United Nations Conference on Trade and Development (UNCTAD) on trade and investment issues published in 2006-2007 were well received by Member States and received wide coverage by the media.

22. Programmes were able to attract a large number of participants to events that deal with significant issues or mobilize different types of action. The successful third session of the World Urban Forum, organized by the United Nations Human Settlements Programme (UN-Habitat) and held in Vancouver, Canada, in 2006, attracted the involvement of more than 10,000 participants from Governments, local authorities, civil society organizations, research institutions, academia and the private sector. UNEP organized the Billion Tree Campaign, resulting in the planting of 1.5 billion trees worldwide, and its efforts led to making the 2006 World Cup carbon-neutral.

23. In some areas, the policy analyses and studies, the advisory services provided and the convening capacity of the United Nations, ensuring the participation of Member State representatives in meetings, seminars and other events, led to the implementation of successful policies for the benefit of citizens, such as the increase to 46 in the number of countries that have phased out leaded petrol as a result of the United Nations Environment Programme Partnership for Clean Fuels and Vehicles initiative, the adoption of new strategies for export development that have brought an increase in exports of $35 million to some participating countries with the support of the International Trade Centre UNCTAD/WTO (ITC) and the comprehensive initiative being implemented by Kenya, Uganda and the United Republic of Tanzania to reduce the impact of urbanization in the Lake Victoria basin under the sponsorship of UN-Habitat.

24. Programmes were also successful in influencing Governments to ratify international conventions concerning economic and social issues. Assistance provided by the programme on drug control, crime prevention and criminal justice to Government officials and criminal justice experts was instrumental in the achievement of a high number of ratifications of the universal legal instruments against terrorism, the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Corruption; 98 Member States had ratified all of the first 12 universal legal instruments against terrorism as compared with 65 at the end of 2005. At the same time, the number of countries that had ratified 6 or fewer of those instruments had decreased from 40 to 28 by the end of the biennium. The number of countries having ratified the Convention against Corruption and the Convention against Transnational Organized Crime has steadily increased. Similarly, UNEP promoted the Stockholm Convention on Persistent Organic Pollutants and the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade. To date, there are 119 parties to the Rotterdam Convention, 150 parties to the Stockholm Convention and 9 new signatories to the Kinshasa Declaration on Great Apes.

25. In reflecting on challenges, most of the programmes cited the increasing demand for services and the need to deploy sufficient resources to meet that demand. For UNCTAD, one of the major lessons was the need to enhance outreach efforts. With no field presence, it was difficult to systematically monitor whether the implementation of UNCTAD policy recommendations and other international agreements was sufficient or to follow up at the country level and to discern the needs of Member States first-hand, even though UNCTAD maintained working relationships with policymakers and experts on specific issues. The need for legal, technical and advisory services from the United Nations Office on Drugs and Crime (UNODC) still greatly exceeds the capacity to deliver them. For terrorism, new technical assistance tools need to be developed and existing tools refined to fully cover the evolving international legal framework against terrorism. The sound monitoring of trends continues to be hampered by the relative paucity of data, which highlights the need to strengthen the international system for reporting crime data.

26. Several of the programmes have developed medium-term strategies covering a longer time frame as a way to plan more effectively for results. The major challenge of UNEP was maintaining the implementation of its programme of work while reforming the institution to ensure greater relevance vis-à-vis the priorities of countries.

E. Regional cooperation for development

27. The regional economic and social commissions also achieved a high level of delivery against expected accomplishments. All of the commissions reported success in facilitating regional intergovernmental attention to critical issues. Major accomplishments of the Economic Commission for Africa (ECA) included convening the fifth session of the Committee on Trade, Regional Cooperation and Integration and facilitating a discussion in the context of the African Union's Accra Declaration on speeding up the integration process through the formation of an African Union Government. ECA organized high-level meetings on various modes of transport, and decisions were taken to enhance the regional economic communities. ECA, through its *Economic Report on Africa*, provided advice and disseminated best practices on how to improve macroeconomic policy analysis and received considerable media attention. The advocacy efforts of the Economic and Social Commission for Asia and the Pacific (ESCAP) led to the adoption of the outcome of the five-year review of the Biwako Millennium Framework for Action towards an Inclusive, Barrier-free and Rights-based Society for Persons with Disabilities in Asia and the Pacific, through which Governments pledged their continued attention to the rights of persons with disabilities. The promotion of "green growth" as an environmentally sustainable approach to inclusive economic and social development resulted in the implementation of 19 policy initiatives by Member States and, under the Asia-Pacific Trade Agreement, a common set of operational procedures regarding rules of origins were adopted, a first among the region's developing countries.

28. During the biennium, important intergovernmental policy dialogues were held on key challenges facing the Economic Commission for Europe (ECE) region, including one organized by ECE on the connection between energy security and sustainable energy policies, which provided an input to the 2006 Group of Eight summit meeting held in Saint Petersburg, Russian Federation. ECE also served as the platform for the agreement of declarations on, for example, social and economic challenges in distressed urban areas and building bridges to the future: a society for all ages: challenges and opportunities.

29. The Economic Commission for Latin America and the Caribbean (ECLAC) disseminated policy recommendations on social security systems and social cohesion in such high-level forums as the thirty-first session of the Commission (Montevideo, March 2006) and the Ibero-American Summit of Heads of State and Government (Santiago, November 2007) and provided technical cooperation services and developed new data on 48 indicators for the follow-up of the Millennium Development Goals in the region. Interactions with civil society were reinforced through the Network of Social Institutions in Latin America and the Caribbean and the social innovation project. The tenth Regional Conference on Women in Latin America and the Caribbean, serviced by ECLAC, culminated in the Quito Consensus (August 2007), in which the Governments of the region reaffirmed their commitment to make progress towards gender parity in the formulation of public policy.

30. The policy analyses, statistical standards and legal instruments prepared by the regional commissions were also used by Governments in the region to improve their performance. The publication entitled *Assessing Regional Integration in Africa* is in high demand as a major intellectual reference work providing guidance and a toolkit

for Member States, regional economic communities and other partners on African integration challenges, best practices and solutions for a way forward. The analytical products produced by ESCAP, including the *Economic and Social Survey of Asia and the Pacific 2007* and the 2007 update on progress towards the Millennium Development Goals, which was launched jointly with the Asian Development Bank and the United Nations Development Programme (UNDP), provided policymakers and other development stakeholders with the most up-to-date assessment of the region's progress towards achieving the Goals. The development of legal instruments, norms and standards has been and remains one of the pillars of the work of ECE. During the biennium, 95 new accessions to ECE legal transport instruments and amendments to more than 20 ECE instruments were recorded, leading to greater harmonization of national transport legislation in the region. The 35 new or revised ECE agricultural quality standards and recommendations contributed directly to the facilitation of trade in that sector. In the field of statistics, the existing social, environmental and economic databases and new indicators were integrated into CEPALSTAT, a new and more user-friendly database portal developed by ECLAC. Furthermore, the role of ECLAC as a key actor in the region to follow up on the Millennium Development Goals was consolidated through the elaboration of periodic reviews of the progress made in the Latin American and Caribbean region towards complying with a selected goal, namely, mainstreaming the gender perspective. To further assist policymakers in meeting the Millennium Development Goals, the Economic and Social Commission for Western Asia (ESCWA) tracked progress in the Arab region through the preparation in 2007 of a report and a booklet on the Goals in the Arab region focusing on youth, and built capacity in the area of Millennium Development Goal indicators.

31. Of the regional commissions, ESCWA had the greatest challenge in meeting targets. Despite the evacuation of staff for two months and the continuing unfavourable political situation in Beirut, ESCWA delivered the expected results for 2006-2007 and forged strategic partnerships with regional and national players, particularly the League of Arab States and ECA, to enhance coherence and synergy, assisting its member countries in the formulation and implementation of integrated water resources management strategies. The Commission played a leading role in the establishment of an Arab water utilities association. ESCWA also supported the formulation of information and communications technology strategies, activated by the implementation of the World Summit for the Information Society.

32. The regular programme of technical cooperation continued to serve as an important vehicle for helping Member States to develop their capacity to achieve the Millennium Development Goals by accessing the broad and diverse professional expertise, technical competence and knowledge available in the Secretariat. The programme was executed by 11 implementing entities of the Secretariat, including the Department of Economic and Social Affairs, UNCTAD, UN-Habitat, the Office for the Coordination of Humanitarian Affairs, UNODC, the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the five regional commissions (ECA, ECE, ECLAC, ESCAP and ESCWA). The programme provided operative flexibility for responding rapidly to new and emerging needs of Member States and afforded implementing entities the means to effectively employ a multisectoral approach to development under the One United Nations initiative.

33. The importance of the programme is manifested by its remarkable achievements. Targeted interventions of the Department of Economic and Social

Affairs contributed to development goals in 140 countries, including the adoption of methodologies on conflict management in Guinea-Bissau; strengthened economic and social development policies in the Libyan Arab Jamahiriya; mechanisms for participatory budgeting in Montenegro, Serbia and the former Yugoslav Republic of Macedonia, as well as in Kosovo, the formulation of a national family policy in the Maldives; an improved national development strategy in Bolivia and the strengthening of 90 national statistical offices across the world. The activities of the Department of Economic and Social Affairs contributed to the adoption of the system of environmental-economic accounting for water as an international statistical standard and to the commitments made by 16 Governments to implement the Convention on the Elimination of All Forms of Discrimination against Women.

34. The activities of UNCTAD contributed towards enabling policymakers of the Intergovernmental Group of 24 to push for reform of the governance of the International Monetary Fund. UNCTAD also became an important factor in the completion of investment policy reviews in Colombia, the Dominican Republic, Morocco, Rwanda, Viet Nam and Zambia.

35. In the fields of human settlements and humanitarian assistance, UN-Habitat concentrated its efforts on post-disaster reconstruction. Advisory services were provided to Afghanistan and Pakistan for community-based rehabilitation projects and to Bosnia and Herzegovina for shifting grant-based housing finance for reconstruction to more sustainable housing schemes, while the Office for the Coordination of Humanitarian Affairs assisted Governments and national, regional and international organizations in establishing consistent standards and procedures to develop contingency plans that incorporate lessons learned and best practices in planning for humanitarian response.

36. UNODC focused on providing advisory services to 46 countries, emphasizing the strengthening of criminal justice institutions to facilitate the implementation of international legislative instruments and to promote international cooperation, including South-South partnerships. In the field of human rights, OHCHR provided methodological instruments to establish national human rights institutions in accordance with the Paris Principles.

37. The regional commissions made significant contributions in their respective geographical regions with the funds of the regional programme of technical cooperation. ECA assisted in the design of national poverty reduction strategies based on the Millennium Development Goals in several countries, including Ethiopia, Ghana and Liberia, the strengthening of several national statistical offices, the development of national gender policy frameworks and gender mainstreaming strategies in Liberia, Mauritius, Namibia, Seychelles and Uganda and the formulation and implementation of national information and communications technology policies and plans in 13 African countries. ESCAP provided advisory services to the countries under its coverage with the objective of enhancing national technical capacity for development planning and policy formulation. For the most part, those services were particularly targeted towards the least developed countries, landlocked developing countries and small island developing States. Several training activities were also undertaken by ESCAP to strengthen the organizational capacity of national Governments. ECE focused on strengthening the capacity of Governments to implement legal instruments, norms and standards pertaining to transboundary challenges, placing particular emphasis on the harmonization of trade

data, the promotion of investments in energy efficiency leading to the mitigation of climate change and the development of transboundary water cooperation and management (e.g. the establishment of a bilateral water commission on the Chu and Talas Rivers, which are shared by Kazakhstan and Kyrgyzstan). ECLAC provided a wide range of advisory services to member countries, as a result of which 21 countries took steps to implement recommendations in the areas of water management and the regulation of water utilities; employment and social statistics; natural disaster risk management; socio-economic reconstruction; health policy; ageing and social protection; trade policy; macroeconomics and determinants of growth; mining; and energy. Finally, ESCWA carried out several advisory missions to all 13 ESCWA member countries in the areas of environment, gender issues, social development, trade-related issues, transport, energy, statistics and information and communications technology. ESCWA also organized, at the request of Member States, training workshops for various stakeholders.

38. It is important to add that although all implementing entities are determined to improve management accountability, monitoring and reporting on the achievements attained through the regular programme, further efforts are required to improve the results-based management, monitoring and reporting mechanisms.

F. Human rights and humanitarian affairs

39. Two of the priorities for 2006-2007, the promotion of human rights and the effective coordination of humanitarian assistance, are covered under human rights and humanitarian affairs. Three of the four programmes contained in the related part of the programme budget are concerned with the delivery of services directly to refugees or persons affected by natural disasters and other humanitarian emergencies. As such, the performance indicators emphasize the effectiveness of the services; the establishment of realistic targets under those circumstances has proved to be very difficult.

40. The Office of the United Nations High Commissioner for Human Rights made important achievements during the biennium, in which its resources increased dramatically. OHCHR increased its staffing by 45 per cent, resulting in a significant expansion of its presence in the field, stronger thematic expertise and better ability to link up with other institutions to advance the human rights agenda. The Office also strengthened its communication, planning and administration capacity with the creation of dedicated sections and units. After the inauguration of the Human Rights Council in 2006, the year-long institution-building effort led to the adoption by consensus in June 2007 of a package of reforms. In addition, in 2006 the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment entered into force and the General Assembly adopted the Convention on the Rights of Persons with Disabilities and its Optional Protocol and the International Convention for the Protection of All Persons from Enforced Disappearance. OHCHR provided advice and support to those processes. Of importance in focusing on results was the introduction and implementation by the High Commissioner of her strategic management plan, which is the first biennial plan of OHCHR that provides a comprehensive picture of the objectives, activities and requirements of the programme under a results-based approach.

41. The biennium 2006-2007 saw a significant change in the operational environment faced by the Office of the United Nations High Commissioner for Refugees (UNHCR). Reversing a multi-year trend, in 2006 the number of refugees recorded worldwide increased to almost 10 million, or 14 per cent more than in 2005. Also, the number of internally displaced persons protected or assisted by UNHCR as part of the collaborative United Nations effort increased to almost 13 million, more than half of the estimated global population of internally displaced persons. That figure has almost doubled in the space of a year and is the major reason for the sharp rise in the overall number of people of concern to UNHCR, from 21 million in 2005 to almost 33 million in 2006. Lastly, in 2006, more than 730,000 refugees went home voluntarily in safety and dignity.

42. A similar situation characterized the programme on Palestine refugees. The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) provided education, health, relief, social and microfinance services to Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip. In Lebanon, UNRWA provided education at the elementary and preparatory levels in five fields, in addition to secondary education. In the Syrian Arab Republic, students attending UNRWA schools showed a higher success rate than students attending Government schools. Overall, the results of the UNRWA vocational training centres' graduates are better than those of other private and public community colleges. The results were conditioned by a lack of funding related at least in part to the political situation in the region. One consequence was that UNRWA found it difficult to meet the performance indicator targets that had been set at the beginning of the biennium.

43. In 2006-2007 a number of large complex emergencies, including in Darfur (Sudan) and the Democratic Republic of the Congo, dominated the humanitarian relief agenda. The Office for the Coordination of Humanitarian Affairs continued to mobilize and provide support for those emergencies, through advocacy, appeals and operational support, provided by humanitarian coordinators and country teams. At the same time, the biennium was characterized by an increasing number of climate-related (or "hydro-meteorological hazard") events, such as floods, hurricanes and droughts. Assistance in coordination, advocacy and appeals was provided to Governments and country teams in flood and hurricane-affected countries in Africa (Ghana, Lesotho, Madagascar, Mozambique, the Sudan, Swaziland, Uganda and Zambia), Asia (the Democratic People's Republic of Korea and Pakistan) and Latin America (Bolivia, the Dominican Republic and Nicaragua). The Office effectively provided coordination of the response to sudden-onset emergencies such as the earthquake in Yogayakarta, Indonesia, the war in Lebanon and the earthquake in Peru. The Office, like UNHCHR, established a strategic framework, including results-based objective statements and a concise list of performance indicators, and also established a dedicated Strategic Planning Unit. However, many of the indicators prepared for the biennium proved difficult to measure.

G. Public information

44. The public information programme achieved a very high level of measured performance. To an extent this was due to the increased use of web-based resources, but also was reflected in the satisfaction expressed with its services.

45. The promotion of the Millennium Development Goals was one of the key priorities of the Department of Public Information. Together with the network of United Nations information centres, it worked closely with the Millennium Campaign to provide support to the Stand Up and Speak Out against Poverty initiative. Worldwide, the Campaign mobilized over 43 million people in 2007, an 87 per cent increase compared to the previous year. The Department also partnered with external networks such as MTV and Nickelodeon, which reach an estimated 570 million viewers internationally, to raise awareness of climate change through a global on-air and online campaign.

46. Over a million pages of material in the six official languages are viewed every day on the United Nations website; all 63 information centres now have functioning websites, and information is available in 5 official languages (Arabic, English, French, Russian and Spanish) and 29 local languages; and the number of visitors who take guided tours of United Nations Headquarters has regained pre-11 September 2001 levels, with more than 450,000 visitors in 2007. The utilization of the Department's news products, such as UNifeed, a new way for television broadcasters to access news material from United Nations organizations around the world through a single source, by media organizations and others continued to increase, as well as the number of radio and television partners, which increased by 36 per cent over the biennium.

47. While most of the indicators used do not measure the extent to which improvements in access to information provided by the United Nations have led to an improved perception of the Organization, a survey conducted by the Department of almost 1,000 briefing participants in 2007 indicated that 98.9 per cent of them had increased or improved, or somewhat increased or improved, their understanding about the United Nations and only 1.1 per cent replied that their understanding had improved not at all. One external factor framing the Department's efforts was the residual negative perception in some Member States following divisions in the Security Council over Iraq, allegations of mismanagement of the United Nation and questions about its effectiveness and probity. The Department has worked to rebuild and restore confidence in the Organization, but the above-mentioned factors mean that progress has been slow and began from an artificially low base.

H. Common support services

48. Part VIII of the programme budget includes what could be termed the administrative overhead of the Organization and covers mainly internal services. On the whole, those services have been successful in meeting their expected accomplishments.

49. During 2006-2007, the Office of the Under-Secretary-General for Management led efforts in the area of administration of justice that resulted in a decision by the General Assembly to establish a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice, which will be functioning as from 1 January 2009. The Office also focused on planning for a new enterprise resource planning system for the Secretariat and coordinated the reviews of the Secretariat's accountability framework, enterprise risk management and internal control framework and results-based-management framework. In addition, it strengthened the senior management compact to provide a sound basis

for assessing the performance of senior managers. Increased policy coherence in the management of the activities of the United Nations has been enhanced through cooperation with other organizations of the United Nations system on management issues (High-level Committee on Management and United Nations System Chief Executives Board for Coordination meetings) and an increase of communication and information-sharing between senior managers and administrative officials of all duty stations. Client satisfaction surveys were conducted to identify management areas needing improvement in terms of service delivery. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work of the Committees and in a procedurally correct manner. Significant advances were achieved in the implementation of the capital master plan, and the General Assembly's approval was obtained for the programme budget for 2006-2007, as well as additional proposals arising from new or renewed mandates. Detailed information on the offices within the Department of Management follows.

50. The Office of Programme Planning, Budget and Accounts was successful in achieving results. With regular monitoring of expenditures and closer interaction with departments, 97.7 per cent of the 2006-2007 regular budget appropriation was fully utilized, exceeding the target of 95 per cent. Improved provision of information on peacekeeping matters enabled the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions. During the biennium, 86 per cent of payments were processed within 30 days, and 84 per cent of the bank accounts were reconciled within 30 days, in line with the targets. Improvements in client services were made in the areas of health and life insurance, tax reimbursement and speedier processing of entitlements upon separation. The malicious acts insurance policy was renegotiated, resulting in annual savings of $2.8 million. The effectiveness of investment practices was further enhanced, with the Treasury earning a return of 4.07 per cent versus the 3.14 per cent average market return of the 90-day risk-free rate (benchmark) for the United States dollar in 2006, and a return of 5.29 per cent versus the 4.36 per cent average market return in 2007.

51. A concerted effort was made during 2006-2007 to address the growing and changing needs of staff, as well as the need to make recruitment more agile. During the biennium, attention was refocused to better integrate the needs of peacekeeping operations. The average number of days needed to fill a post that became vacant dropped from 350 to 273, and the percentage of women in the Professional and higher categories rose from 37.4 per cent to 42.3 per cent. The competitive examination system continued to work as planned, and while the target for improving the percentage of staff recruited from underrepresented countries was not met, the results (15 per cent) were better than in the previous biennium (10 per cent).

52. The Office of Central Support Services achieved its stated goals in terms of client satisfaction, the timely recruitment of staff and resource utilization. The Office continued to seek productivity improvements in the provision of its services and to minimize the average turnaround time for processing facility maintenance requests. In addition, the number of procurement cases processed by the staff increased. Progress was also made concerning the compliance of information and communications technology with industry standards, with several initiatives launched to obtain international certifications. The Integrated Management

Information System and other applications also allowed the Organization to improve the processing of administrative transactions. A procurement reform agenda was launched, and internal controls in this area were strengthened. Major construction projects such as the renovation of the Secretary-General's residence, the implementation of additional life safety measures at Headquarters and advances in the capital master plan at the end of the biennium were other significant achievements during the reporting period.

53. At the United Nations Office at Geneva, a client satisfaction survey of the Administrative Division's 28 main offices serviced, covering its response time, quality, understanding and guidance, showed an overall satisfaction rate of 96 per cent, confirming a performance rate higher than the 90 per cent target. In the area of financial management, internal policies and procedures were further strengthened in preparation for the upcoming implementation of the International Public Sector Accounting Standards. Special attention was given to strengthening the awareness of staff on risk management. In all areas of performance, targets were either fully met or exceeded. The Office surpassed the biennial human resources targets, with an average selection time of 126 days for all posts and with unrepresented and underrepresented Member States accounting for one third of recruitments for posts subject to geographical distribution. The Office continues to increase female staff representation, so that at the end of the biennium, 43 per cent of staff in Professional and higher categories and 54 per cent of staff at the D-1 and D-2 levels were female. A similar situation was reported at the United Nations Office at Vienna. In addition, the asbestos cleaning of the office floors at the Vienna International Centre was completed. The relocation of staff members to temporary offices was carried out smoothly, with minimal work interruption. Offices were reconfigured to optimize space and to accommodate new United Nations entities. All of the administrative divisions in different locations reported that they had made progress in the use of information technology to speed and ease administrative tasks. The United Nations Office at Nairobi was particularly effective. The most significant and cross-cutting area in which the Office has improved the effectiveness of its administrative processes is in the automation of those processes. A number of applications that are utilized by staff across the board have been rolled out by the information technology service in Nairobi in conjunction with relevant other services. The target for 2006-2007 was 25, and by the end of the biennium, the United Nations Office at Nairobi was well on its way to achieving this target, having 19 in use. Among the applications already in use are those in the area of e-leave requests and monitoring, e-shuttle requests, education grant processing, a human resources management workflow system and a UNDP fax database.

I. Internal oversight

54. Some problems were identified in the area of implementing recommendations of the Office of Internal Oversight Services (OIOS), but responsibility in this regard ultimately lies with the respective programmes and offices that have been subject to oversight reviews.

55. The risk assessment methodology developed in 2006 and currently being implemented is a major initiative to attune the Office's oversight assignments to the areas of highest risk to the Organization. During the biennium 2006-2007, the Office also engaged in several initiatives aimed at strengthening internal processes and

procedures to better serve management and Member States. Some of the major achievements of the reporting period were the implementation of a single office-wide recommendation monitoring and tracking system; enhanced coordination and collaboration with other United Nations oversight bodies and other institutions of a similar nature outside the United Nations; improvements in both the frequency and the substance of self-evaluation programmes conducted in the Secretariat; and contributions to capacity-building for results-based management. With regard to problems with the implementation of recommendations, further initiatives must be undertaken to ensure the implementation by programme managers of Office of Internal Oversight Services recommendations, such as inclusion of "the more expeditious execution of these recommendations" in the senior managers' compacts with the Secretary-General.

J. Safety and security

56. The safety and security programme covers all of the Organization's main duty stations, including Headquarters and the regional commissions.

57. Support for designated officials in the field was strengthened and cooperation between the Department of Safety and Security and country teams was improved. Significant progress was made in strengthening the cooperation and exchange of information with host country officials. Cooperation between the Department of Safety and Security and the Department of Peacekeeping Operations included joint evaluation and assistance missions that provided the Security Council with enhanced information on which to base its decision-making on providing resources to the field missions. It should be noted that one area in which the target was not met was a reduction in malicious deaths. Since 2006 41 malicious deaths have been recorded. It is important to note that 17 of those deaths occurred during the bombing attack in Algiers. The Department of Safety and Security is placing a great deal of emphasis on mitigation measures at all duty stations. Enhanced training has increased awareness of security issues among the staff. Print and electronic materials on staff security have been developed, including the new field security handbook, and the Critical Incident Stress Management Section provided quality counselling and psychosocial intervention for affected staff. However, information was not collected systematically on the extent to which this service was used.

K. Final statement on achieving results

58. Programme performance reporting needs to become increasingly qualitative, as requested by the Committee for Programme and Coordination at its forty-sixth session (A/61/16, para. 34). This will require further strengthening of the qualitative aspects of performance reporting and the use of indicators of achievement rather than outputs implemented as evidence that results have been achieved. While efforts have been made in the present report to present Member States with useful information that would allow them to assess the performance of the Organization by focusing on results, it is clear that results-based management is still a work in progress.

59. Areas of improvement might include the quality of the strategic framework formulations, since often expected accomplishments and related indicators of

achievement are expressed in fairly general and even rhetorical terms rather than in a measurable fashion, and their performance measures are not properly defined. In addition, indicators of achievement are sometimes, in fact, the expected accomplishments or vice versa, and many expected accomplishments and their corresponding indicators were more outputs than outcomes.

60. Further areas of improvement are related to the overall practice of performance reporting and its use to inform decision-making. The systematic and complete reporting of results and the corresponding performance indicators was not achieved and will need to be further strengthened by way of, inter alia, the proposals presented in the report of the Secretary-General on the accountability framework, enterprise risk management and internal control framework, and results-based management framework (A/62/701 and Corr.1) to strengthen the work of the Organization in those areas.

61. As part of improvements in the accountability architecture of the United Nations, the regulations and rules on the monitoring of programme implementation (article VI of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation) will need to be reviewed, including the relative roles of OIOS and the Department of Management.

III. Delivery of outputs and resource utilization

62. As mandated by the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8, rule 106.1 (a) (ii)), the delivery of final outputs should be determined in comparison with the commitments set out in the programme narratives of the approved programme budget and reported to the General Assembly through the Committee for Programme and Coordination. Outputs are defined as final products or services delivered by a programme to end-users in order to fulfil its accomplishments and objectives. Implementation reporting covers "quantifiable" outputs comprising six categories: (a) substantive servicing of meetings; (b) parliamentary documentation; (c) expert groups, rapporteurs and depository services; (d) recurrent publications; (e) non-recurrent publications; and (f) other substantive activities (such as exhibits, booklets, special events, technical material, fact-finding and special missions, promotion of legal instruments, etc.).

63. The distinct feature of the "quantifiable" outputs is that they are clearly described and quantified in the programme budget and their implementation can be unambiguously monitored. Other activities comprise "non-quantifiable" outputs in the sense that their numbers are not consistently defined in the programme budget because they can be neither planned nor predicted precisely, as they are either subject to Government request or they represent the provision of services the scope of which is uncertain. Those outputs are reflected in the programme budget in a descriptive manner, with no identification of specific products or their quantity, thus it is not possible to report on their implementation rates. Nevertheless, they comprise a significant part of the Secretariat's work and resources. Examples of such outputs include advisory services, training courses, field projects, conference services and administration. Such non-quantifiable outputs are not reflected in the

implementation reporting that follows, but they are factored into the analysis of resource utilization and technical cooperation delivery (as reported in chap. III.F below), as well as in the reporting on the implementation of expected accomplishments.

64. The inventory of programmed outputs subject to implementation reporting is based on the programme of work narratives of the relevant subprogrammes in the proposed programme budget for the biennium 2006-2007 as approved by the General Assembly in its resolution 60/246. The 2006-2007 budget contained 27,017 programmed outputs. With 527 outputs carried over from 2004-2005, the number of planned outputs came to 27,544. Together with 2,510 outputs added during the biennium by legislative bodies, the number of mandated outputs due for implementation in 2006-2007 amounted to 30,054. Furthermore, 1,910 outputs were added to the workload and implemented at the initiative of the Secretariat, resulting in a total of 31,964 quantifiable outputs. The rate of implementation of those outputs is shown in table 1 (which does not include those budget sections having only non-quantifiable outputs), and is available in more detail in the output implementation tables for budget sections that follow.

A. Implementation rates

65. During the biennium, 23,914 outputs were completed as planned and 527 outputs were completed after reformulation[2] (both are considered as having been implemented); 2,510 outputs added through legislation and 1,910 outputs added by the Secretariat were also implemented. A total of 660 outputs were postponed to the next biennium, and 2,611 outputs were terminated. Postponements and terminations of outputs occurred either by legislative decision or at the discretion of programme managers (in accordance with rule 106.2 (b) of the programme planning rules).

66. Depending on the workload base, the output implementation rate can be calculated in three different ways. The first calculation (I_M) shows the percentage of all mandated outputs (those initially programmed plus those carried over plus those added by legislation) that were implemented. The second calculation (I_T) shows the implementation of the total of all outputs, being the sum of mandated outputs and those added by the Secretariat. Finally, the third formula ($I_{T/P}$) is the ratio of all implemented outputs (programmed, carried over, reformulated and added by legislation and by the Secretariat) to the outputs initially programmed in the 2006-2007 budget. This latter formula shows how much was delivered by a particular programme compared with what was programmed at the outset of the biennium. The reasoning behind the formula for calculating $I_{T/P}$ is that while budgetary resources were provided to deliver the outputs programmed, developments during the biennium may have resulted in additions to the workload that had to be implemented within available resources. This implementation rate, therefore, reflects the intensity of work in the different organizational entities. The data in the "number of outputs" column in table 1 shows the sum of quantifiable outputs that were initially programmed, carried over and added by either legislation or the Secretariat.

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[2] An output is considered reformulated when its description as cited in the programme budget has been modified, but it continues to address the subject matter of the originally programmed output.

Table 1
Implementation rates[a]

Budget section		Number of outputs[b]	Implementation rates (percentage)		
			I_M	I_T	I_{TP}
2.	General Assembly and Economic and Social Council affairs and conference management	1 924	94	94	99
3.	Political affairs	1 078	94	94	106
4.	Disarmament	2 480	63	65	75
5.	Peacekeeping operations	263	100	100	167
6.	Peaceful uses of outer space	410	99	99	106
8.	Legal affairs	2 250	86	86	105
9.	Economic and social affairs	3 613	91	91	106
10.	Least developed countries, landlocked developing countries and small island developing States	135	83	88	151
11.	United Nations support for the New Partnership for Africa's Development	131	98	98	110
12.	Trade and development	1 772	89	91	120
13.	International Trade Centre UNCTAD/WTO	380	91	94	145
14.	Environment	1 504	93	93	102
15.	Human settlements	662	91	91	113
16.	International drug control, crime prevention and criminal justice	1 626	92	92	119
17.	Economic and social development in Africa	382	95	96	121
18.	Economic and social development in Asia and the Pacific	565	81	81	90
19.	Economic development in Europe	3 997	94	94	104
20.	Economic and social development in Latin America and the Caribbean	718	98	98	126
21.	Economic and social development in Western Asia	295	86	87	107
23.	Human rights	4 504	88	89	121
24.	Protection of and assistance to refugees	170	92	92	92
26.	Humanitarian assistance	1 364	98	98	99
27.	Public information	301	98	98	103
28A.	Office of the Under-Secretary-General for Management	697	97	97	105
28B.	Office of Programme Planning, Budget and Accounts	332	93	93	122
28C.	Office of Human Resources Management	183	91	91	93
28D.	Administration, Geneva	3	100	100	100
28E.	Administration, Vienna	3	100	100	100
28F.	Administration, Nairobi	3	—	—	—
29.	Internal oversight	96	92	93	110
33.	Safety and security	123	50	50	50
	Total	**31 964**	**89**	**90**	**106**

[a] Quantifiable outputs only.

[b] Includes all outputs (mandated plus discretionary) implemented.

67. Programmes achieved an implementation rate of 89 per cent for mandated outputs (I_M) in 2006-2007, just 1 percentage point lower than the 2004-2005 rate of 90 per cent. The total implementation rate (I_T) for the same period was 90 per cent compared to 91 per cent in the previous biennium. This is the second highest implementation rate achieved by the Secretariat.[3] Of the 31 budget sections and subsections listed in table 1, 23 achieved total implementation rates of 90 per cent or higher, compared to 25 in the previous biennium, and 5 had implementation rates between 80 and 89 per cent compared to 4 in the previous biennium. Only two budget sections had implementation rates lower than 80 per cent, namely, disarmament (65 per cent) and safety and security (50 per cent).

68. As noted, section 4, Disarmament, had an implementation rate noticeably below the average — 65 per cent (which was however higher than the rate in the previous two bienniums, 53 per cent in 2002-2003 and 59 per cent in 2004-2005). This was because the Department for Disarmament Affairs (now known as the Office for Disarmament Affairs) had the largest absolute and relative number of output terminations (866), which accounted for 40 per cent of programmed outputs and 33 per cent of all Secretariat terminations.[4] Legislative terminations accounted for 372 terminations, or 43 per cent, and were almost entirely due to the cancellation of meetings of intergovernmental bodies. In addition, there were 301 outputs (35 per cent) related to parliamentary documentation and 88 outputs (10 per cent) related to substantive servicing of meetings that were terminated at the discretion of management, but which, by their nature, are directly related to the servicing of intergovernmental bodies that were not able to agree on an agenda or that did not meet. Consequently, no ad hoc committees or working groups were established, and hundreds of outputs programmed in their support had to be terminated. Altogether, the 761 terminations related to the servicing of intergovernmental bodies represented 88 per cent of all terminations under the programme. As the decision to convene or cancel a meeting or series of meetings rests entirely with the Member States, the Department had little opportunity to anticipate or control such terminations.

69. Another 4 per cent of the terminations under disarmament were due to the management decision to rationalize the production of publications, to eliminate obsolete and redundant outputs and to streamline the production of political briefs, assessments and analyses. The shortage of earmarked extrabudgetary resources accounted for the remaining 8 per cent of terminations. The cumulative impact led to low implementation rates, reflecting the difficulty in foreseeing with reasonable reliability the schedules of work of the intergovernmental bodies that the Department serves, as well as the fact that initiatives to rationalize the programme of work have a technically negative impact on the implementation rates.

70. The safety and security programme was a similar case. The programme had an implementation rate of 50 per cent (as a newly created programme, this was the first biennium for which an implementation rate was determined). A total of 61 outputs were terminated during the biennium, which accounted for 50 per cent of the

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[3] The total implementation rates were 84 per cent for 2000-2001 (A/57/62, table 1); 89 per cent for 1998-1999 (A/55/73, table 1); 80 per cent for 1996-1997 (A/53/122, table 1); and 75.5 per cent for 1994-1995 (ibid.).

[4] A total of 866 outputs were terminated by the Department for Disarmament Affairs compared to 2,610 outputs terminated in the entire Secretariat, comprising 33 budget sections.

programmed outputs of the Department of Safety and Security. Legislative terminations accounted for 39 per cent of terminations (24 outputs) and were due almost entirely to the cancellation of meetings of intergovernmental bodies and related parliamentary documentation, as no meetings to discuss safety and security issues were requested by the Security Council and a limited number of meetings of the Advisory Committee on Administrative and Budgetary Questions were serviced by the Department. In addition, 19 outputs (16 per cent of total outputs and 31 per cent of terminations under the programme) related to vacancies in regular budget posts that were not possible to fill in the area of mission compliance[5] and 18 outputs (15 per cent of total outputs and 30 per cent of terminations under the programme) related to the Department's effort to streamline the field security operating procedures so that they could be incorporated into the field security handbook, which was terminated at the discretion of management.

71. It should be noted that if the outputs terminated by legislative action were excluded from the calculation (since the legislative terminations are beyond the control of the Secretariat), the implementation rate of the disarmament programme would increase to 70 per cent (and to 94 per cent if all terminations related to the servicing of intergovernmental bodies were excluded). The implementation rate under safety and security would similarly go up to 62 per cent. At the same time, if all legislatively terminated outputs were deducted from the calculation for all programmes, the overall implementation rate for the Secretariat would rise from 90 to 94 per cent. Out of the 2,610 terminations for the biennium, 1,104 were due to legislative decisions, representing 42 per cent of all terminations. Approximately 97 per cent of all legislative terminations involve either substantive servicing of meetings or parliamentary documentation. Total implementation rates by output category are available in the expanded version of the present report available online.

72. As explained above, the indicator ($I_{T/P}$) is the ratio of all implemented outputs to the outputs initially programmed. It reflects the resourcefulness and ability of departments and offices to cope with unforeseen circumstances, as well as difficulties and uncertainties in attempting to plan output delivery with a reliable degree of precision two to three years in advance. Emerging issues and changing priorities may require the department or office to respond by delivering additional outputs. The Secretariat-wide average implementation rate ($I_{T/P}$) was 106 per cent, with 15 budget sections at or above that level and 16 below it. This reflected an average implementation rate similar to that in the previous biennium, which stood at 106 per cent. This indicates the continuous ability and flexibility of programme managers to consistently respond to unexpected programmatic demands and support the achievement of higher programme delivery results.

B. Additions

73. In the course of the biennium, 4,420 outputs were added to the programme of work either by intergovernmental bodies or by the Secretariat and were implemented. Compared to the total planned outputs, the level of additions was higher than in previous bienniums: 16 per cent against 14 per cent in 2004-2005

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[5] Because of delays in the recruitment process, a number of posts remained vacant, and it was not possible for the Compliance, Evaluation and Monitoring Unit to carry out compliance missions to 40 countries during the biennium.

and 17 per cent in 2002-2003. As in previous bienniums, more than half — 57 per cent — of the additions were introduced by intergovernmental bodies, mostly in two categories of outputs: parliamentary documentation (1,155 outputs, or 26 per cent) and substantive servicing of meetings (917 outputs, or 21 per cent). Of the additions by the Secretariat, 67 per cent were accounted for by other substantive activities (32 per cent), non-recurrent publications (17 per cent) and parliamentary documentation (18 per cent). The data on added outputs are presented in table 2 for those departments in which additions were made. Total additions by output category are available in the expanded report online.

Table 2
Additions

			Reason for addition				
				Secretariat			
Budget section		*Total added*	*Legislation*	*Total*	*Programmatic*	*Availability of extrabudgetary funds*	*Additions (percentage)*[a]
2.	General Assembly and Economic and Social Council affairs and conference management	102	101	1	1	—	6
3.	Political affairs	51	42	9	8	1	5
4.	Disarmament	293	172	121	89	32	13
5.	Peacekeeping operations	106	106	—	—	—	68
6.	Peaceful uses of outer space	25	—	25	25	—	6
8.	Legal affairs	378	367	11	11	—	20
9.	Economic and social affairs	449	304	145	136	9	14
10.	Least developed countries, landlocked developing countries and small island developing States	54	5	49	44	5	67
11.	United Nations support for the New Partnership for Africa's Development	8	5	3	3	—	7
12.	Trade and development	384	74	310	290	20	28
13.	International Trade Centre UNCTAD/WTO	125	3	122	77	45	49
14.	Environment	100	9	91	73	18	7
15.	Human settlements	102	5	97	37	60	18
16.	International drug control, crime prevention and criminal justice	294	156	138	111	27	22
17.	Economic and social development in Africa	70	13	57	56	1	22
18.	Economic and social development in Asia and the Pacific	47	44	3	3	—	9
19.	Economic development in Europe	320	179	141	138	3	9
20.	Economic and social development in Latin America and the Caribbean	154	3	151	80	71	27
21.	Economic and social development in Western Asia	49	24	25	25	—	20
23.	Human rights	1 156	818	338	334	4	35

		Reason for addition				
			Secretariat			
Budget section	*Total added*	*Legislation*	*Total*	*Programmatic*	*Availability of extrabudgetary funds*	*Additions (percentage)*[a]
27. Public information	9	1	8	4	4	3
28A. Office of the Under-Secretary-General for Management	52	—	52	52	—	8
28B. Office of Programme Planning, Budget and Accounts	77	77	—	—	—	30
29. Internal oversight	15	2	13	13	—	19
Total	**4 420**	**2 510**	**1 910**	**1 610**	**300**	**16**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

74. Seven budget sections, covering disarmament; legal affairs; economic and social affairs; trade and development; international drug control, crime prevention and criminal justice; economic development in Europe; and human rights, accounted for 74 per cent of all additional outputs. In those seven sections, 63 per cent of all the additions were introduced by legislative bodies. In six of them, legislative additions represented more than 53 per cent of the total additions and in only one section, trade and development, did additions as a result of legislation total less than 20 per cent of all additions.

C. Postponements

75. Of the 31,964 total outputs, 660, or 2 per cent, were postponed compared to 537 outputs, or 1.6 per cent, in 2004-2005 and 1.9 per cent (643 outputs) in 2002-2003. The slight increase in the percentage of postponed outputs corresponds to the slight decrease in implementation rates compared to the previous biennium. An output is considered to have been postponed if, irrespective of its stage of completion, it was not delivered to primary users by the end of the biennium, even if it is expected to be issued and is available at the very beginning of the subsequent biennium. In fact, many documents and publications that were postponed for programmatic reasons have been scheduled for delivery in the first six months of 2008. As in the previous period, the postponements mostly concerned recurrent publications (25 per cent), non-recurrent publications (31 per cent) and other substantive outputs (23 per cent) such as booklets, wallcharts, information kits, special events and technical materials, which jointly accounted for 79 per cent of the postponed outputs. Total postponements by major output category is available in the expanded online version of the report.

76. The General Assembly, in paragraph 17 of its resolution 59/275, requests detailed information on reasons for the less-than-full implementation of programmed outputs or the postponement and termination thereof. The main reasons for the postponement of outputs by budget section are provided in table 3, and the main reasons for terminations are provided in table 4. Furthermore, more details on the specific reasons for the postponement of programmed outputs are available online.

Table 3
Reasons for the postponement of outputs

Budget section		Total postponed	Reason for postponements					
			Legislation	Programmatic	Regular budget vacancy	Extrabudgetary vacancy	Extrabudgetary shortage	Postponements (percentage)[a]
2.	General Assembly and Economic and Social Council affairs and conference management	3	—	3	—	—	—	—
3.	Political affairs	44	—	30	2	—	12	4
4.	Disarmament	3	—	3	—	—	—	—
8.	Legal affairs	74	8	66	—	—	—	4
9.	Economic and social affairs	67	10	51	—	—	6	2
10.	Least developed countries, landlocked developing countries and small island developing States	6	—	6	—	—	—	7
11.	United Nations support for the New Partnership for Africa's Development	1	—	1	—	—	—	—
12.	Trade and development	79	—	50	19	6	4	6
13.	International Trade Centre UNCTAD/WTO	7	—	7	—	—	—	3
14.	Environment	67	—	59	4	—	4	5
15.	Human settlements	32	—	25	—	1	6	6
16.	International drug control, crime prevention and criminal justice	53	2	40	4	—	7	4
17.	Economic and social development in Africa	12	—	12	—	—	—	4
18.	Economic and social development in Asia and the Pacific	10	—	10	—	—	—	2
19.	Economic development in Europe	106	24	80	2	—	—	3
20.	Economic and social development in Latin America and the Caribbean	8	—	8	—	—	—	1
21.	Economic and social development in Western Asia	16	—	15	1	—	—	7
23.	Human rights	29	21	2	—	—	6	—
24.	Protection of and assistance to refugees	4	—	4	—	—	—	2
26.	Humanitarian assistance	1	—	1	—	—	—	—
27.	Public information	4	—	4	—	—	—	1

Budget section	Total postponed	Reason for postponements: Legislation	Programmatic	Regular budget vacancy	Extrabudgetary vacancy	Extrabudgetary shortage	Postponements (percentage)[a]
28A. Office of the Under-Secretary-General for Management	6	—	6	—	—	—	—
28B. Office of Programme Planning, Budget and Accounts	5	1	1	3	—	—	2
28C. Office of Human Resources Management	17	—	17	—	—	—	9
28G. Administration, Nairobi	3	1	2	—	—	—	100
29. Internal oversight	2	2	—	—	—	—	2
33. Safety and security	1	1	—	—	—	—	—
Total	**660**	**70**	**503**	**35**	**7**	**45**	**2**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

D. Terminations

77. Of the 31,964 total outputs, 2,610, or 8 per cent, were terminated compared to 2,565 outputs, or 7.7 per cent, in 2004-2005 and 13 per cent in 2002-2003. The downward trend and low level of terminations in the last two cycles corresponds to the high implementation rates noted in the majority of the programmes. While legislative decisions accounted for 43 per cent of terminations compared to 61 per cent in the previous biennium, the servicing of intergovernmental meetings, including the relevant parliamentary documentation prepared for the discussions, accounted for 72 per cent of terminations. Terminations by programme managers accounted for 51 per cent of the total compared to only 35 per cent in 2004-2005. The increase was due to terminations incurred under substantive servicing of intergovernmental meetings, which accounted for 61 per cent of all programmatic terminations. That figure corresponds to similar trends from the previous biennium, where 81 per cent of all terminations were in the categories of substantive servicing of meetings and parliamentary documentation, often representing efforts to streamline and rationalize meeting and publication schedules. In addition, 6 per cent were due to vacancies and a shortage of extrabudgetary resources. Altogether, 1,320 outputs were terminated for programmatic reasons compared to 903 in the previous biennium, a 16 per cent increase. More details on terminations by output category are available in the expanded online report.

78. In accordance with paragraph 17 of General Assembly resolution 59/275, the reasons for the termination of outputs by budget section are reported in table 4, and more specific details regarding the reasons for the termination of individual programmed outputs are available in the expanded report online. Four budget sections, namely, disarmament, legal affairs, economic and social affairs and human rights, accounted for 70 per cent of all terminated outputs. Out of 1,834 outputs terminated under those four sections, 48 per cent were terminated by legislative decision, 51.5 per cent for programmatic reasons and about 0.5 per cent owing to a shortage of extrabudgetary funds. Comparatively, the largest number of terminations

(866 outputs) occurred in the disarmament section (see paras. 67 and 68 above). In the case of economic and social affairs and human rights, on average 90 per cent of terminations were due to the cancellation or streamlining of initially scheduled meetings and the relevant parliamentary documentation (84 per cent for economic and social affairs and 93 per cent for human rights). At the same time, 68 per cent of all the terminations under those two sections were due to legislation. Lastly, the remaining section, legal affairs, reflected a reversed trend altogether. Out of 249 terminated outputs, 91 per cent (230) were terminated for programmatic reasons and only 9 per cent (19) were terminated at the request of legislative bodies. Programmatic terminations were due mostly to the effort of streamlining the number of publications and technical material and better prioritizing their format. Specific tables on terminations by output category for the four programmes can be found in the expanded version of the report.

Table 4
Reasons for the termination of outputs

			Reason for terminations					
Budget section		*Total terminated*	*Legislation*	*Programmatic*	*Regular budget vacancy*	*Extrabudgetary vacancy*	*Extrabudgetary shortage*	*Terminations (percentage)*[a]
2.	General Assembly and Economic and Social Council affairs and conference management	112	76	36	—	—	—	6
3.	Political affairs	21	—	21	—	—	—	2
4.	Disarmament	866	372	422	—	—	72	40
5.	Peacekeeping operations	1	—	1	—	—	—	—
6.	Peaceful uses of outer space	3	—	3	—	—	—	—
8.	Legal affairs	249	19	230	—	—	—	13
9.	Economic and social affairs	253	176	77	—	—	—	8
10.	Least developed countries, landlocked developing countries and small island developing States	10	—	10	—	—	—	12
11.	United Nations support for the New Partnership for Africa's Development	2	—	2	—	—	—	2
12.	Trade and development	85	19	49	7	2	8	6
13.	International Trade Centre UNCTAD/WTO	16	—	16	—	—	—	6
14.	Environment	34	—	17	—	—	17	2
15.	Human settlements	26	—	16	—	—	10	5
16.	International drug control, crime prevention and criminal justice	69	19	41	8	—	1	5
17.	Economic and social development in Africa	3	—	—	—	—	3	—

Budget section	Total terminated	Reason for terminations					Terminations (percentage)[a]
		Legislation	Programmatic	Regular budget vacancy	Extrabudgetary vacancy	Extrabudgetary shortage	
18. Economic and social development in Asia and the Pacific	98	64	33	1	—	—	19
19. Economic development in Europe	139	6	130	—	—	3	4
20. Economic and social development in Latin America and the Caribbean	4	—	1	—	—	3	—
21. Economic and social development in Western Asia	22	—	22	—	—	—	9
23. Human rights	466	316	128	—	—	22	14
24. Protection of and assistance to refugees	9	—	—	—	—	9	5
26. Humanitarian assistance	24	—	24	—	—	—	2
27. Public information	3	—	2	—	—	1	1
28A. Office of the Under-Secretary-General for Management	12	12	—	—	—	—	2
28B. Office of Programme Planning, Budget and Accounts	17	—	17	—	—	—	7
29. Internal oversight	5	1	4	—	—	—	6
33. Safety and security	61	24	18	19	—	—	50
Total	**2 610**	**1 104**	**1 320**	**35**	**2**	**149**	**9**

[a] As percentage of total programmed and carried-forward quantifiable outputs.

E. Outputs carried over

79. Table 5 shows the status of implementation of 527 outputs that were programmed in 2004-2005 and then postponed for implementation in 2006-2007. This represents a decrease from 643 outputs that were carried forward to the previous biennium. Of those 527 outputs, 59 per cent (309) were implemented, 18 per cent (96) were further postponed and 23 per cent (122) were terminated. Among the terminations, 25 per cent were related to the substantive servicing of meetings and 75 per cent were publications and other substantive activities. Regarding postponements, it was noted that out of 96 outputs that were postponed over two bienniums, 69 per cent were publications and 25 per cent fell under other substantive activities, such as technical material, booklets and brochures that had not been completed by the end of the cycle. The table of outputs carried over by category is available in the expanded report.

Table 5
Status of outputs carried over

			Status of implementation		
Budget section		*Carried forward from 2004-2005*	*Implemented*	*Postponed to 2008-2009*	*Terminated*
2.	General Assembly and Economic and Social Council affairs and conference management	1	—	1	—
3.	Political affairs	68	48	20	—
4.	Disarmament	38	13	—	25
8.	Legal affairs	28	7	17	4
9.	Economic and social affairs	52	35	13	4
10.	Least developed countries, landlocked developing countries and small island developing States	2	2	—	—
11.	United Nations support for the New Partnership for Africa's Development	7	6	—	1
12.	Trade and development	52	29	11	12
13.	International Trade Centre UNCTAD/WTO	9	3	—	6
14.	Environment	32	20	4	8
15.	Human settlements	24	21	3	—
16.	International drug control, crime prevention and criminal justice	65	37	7	21
17.	Economic and social development in Africa	9	9	—	—
18.	Economic and social development in Asia and the Pacific	13	10	1	2
19.	Economic development in Europe	60	41	11	8
20.	Economic and social development in Latin America and the Caribbean	5	4	—	1
21.	Economic and social development in Western Asia	5	5	—	—
23.	Human rights	32	3	4	25
26.	Humanitarian assistance	12	7	—	5
27.	Public information	7	7	—	—
28B.	Office of Programme Planning, Budget and Accounts	1	1	—	—
28C.	Office of Human Resources Management	5	1	4	—
	Total	**527**	**309**	**96**	**122**

F. Technical cooperation delivery

80. In the output structure of the budget process, technical cooperation outputs comprise four categories: (a) advisory services; (b) training courses, seminars and workshops; (c) fellowships and grants; and (d) field projects. They are considered non-quantifiable outputs; their number could not be established precisely at the beginning of the biennium because they were to be delivered at the request of

Governments or as and when funding became available. Since it was not possible to establish a base number against which actual implementation could be compared, it is not possible to calculate the implementation rates. The estimated number of technical cooperation outputs implemented is provided in table 6.

81. It should be noted that, while the statistics that follow correspond to outputs delivered under technical cooperation categories with respect to the programmes in which they actually took place, the output narratives were not always in line with the definition of technical cooperation as outputs benefiting Member States. Some narratives combined technical cooperation outputs that were delivered to both external beneficiaries and internal ones, such as departments and staff of the United Nations. For example, in line with the previous biennium, while budget section 8, Legal affairs, has the highest number of technical cooperation outputs, 4,323, implemented in the biennium, 80 per cent of them (3,450) involve the provision of internal advisory services such as advice on administrative policies and procedures and the application of the United Nations regulations and rules (1,170 outputs); advice on contracts, procurement, insurance and intellectual property issues (950 outputs); advice on human resources management matters (200 outputs); advice on peacekeeping issues related to contractual and property disputes, injury and death; and the establishment of field offices and other representational issues (1,130 outputs). Only 20 per cent of the technical cooperation outputs implemented by the Office of Legal Affairs directly benefited Member States. To a lesser degree, other programmes, such as public information, General Assembly and Economic and Social Council affairs and conference management, Office of Central Support Services and safety and security have also essentially focused on delivering those outputs to internal clients. To avoid inconsistencies in the definition of technical cooperation outputs, a differentiation must be made in the budget instructions to ensure a coherent approach to implementing and reporting on them.

82. With the exception of the Department for General Assembly and Conference Management, the Department of Management, the Department of Public Information and parts of the Office of Legal Affairs, the beneficiaries of technical cooperation outputs in other budget sections were Member States. For instance, all 1,344 outputs under section 12, Trade and development, were dedicated to the provision of advisory services and training on, inter alia, investment, international trade, enterprise and technology and the needs of least developed countries to Governments and Government officials. Similarly, 1,187 outputs under section 13, International Trade Centre UNCTAD/WTO, were devoted to the provision of advisory services on exports, development strategies for exporting and trade information services and market analysis that directly benefited Governments and institutions at the national, regional and local levels. While most of the technical cooperation outputs of all the regional commissions, the Office for the Coordination of Humanitarian Affairs, UNEP, UNHCR, OHCHR, UNODC and others were related to the provision of advisory services and training, UNRWA is a special case since its entire work directly benefits Palestine refugees.

83. There was a 39 per cent decrease in the number of technical cooperation outputs delivered in this cycle, totalling 12,314, as compared with the biennium 2004-2005, in which 20,191 such outputs were implemented. This is due in part to an effort by programme managers to streamline and rationalize work in that area, but also to an effort to streamline and bring some coherence to the reporting requirements for those types of outputs, which were fully launched in 2006-2007.

Of the technical cooperation outputs delivered during 2006-2007, 54 per cent (6,631 outputs) were advisory services provided through 2,261 missions. UNCTAD, UNODC, UNEP, UN-Habitat and the Office of Legal Affairs accounted for 82 per cent of all advisory services implemented. That share decreases to 78 per cent if advisory services delivered to internal clients are excluded.

84. In addition, 26 per cent of the technical cooperation outputs (3,396) were devoted to the provision of training, bringing benefits to 195,186 Government officials and representatives from subregional, regional and national entities that participated in capacity-building programmes, training courses, seminars and workshops. It is worth noting that the entities whose technical cooperation was the most training-intensive were UNCTAD, ITC, UN-Habitat, OHCHR, the Office for the Coordination of Humanitarian Affairs, the Department of Public Information and the Department of Safety and Security. Together they delivered 81 per cent of all training programmes, with an average of 57 trainees per technical cooperation training output, an increase of 7 trainees per output compared to the previous biennium. Furthermore, 13 per cent of all technical cooperation outputs were devoted to the delivery of 1,658 projects. Five entities, UNCTAD, ITC, UN-Habitat, UNODC and the Department of Safety and Security, implemented 75 per cent of those projects. Similarly, three entities, the Office of Legal Affairs, the Department of Economic and Social Affairs and UNEP, granted 77 per cent of the 196 fellowships for the biennium.

85. If the internal delivery of advisory services, training and projects is not counted, then six entities, UNCTAD, ITC, UNEP, UN-Habitat, UNODC and the Office of Legal Affairs, are the most technical cooperation-intensive, followed closely by OHCHR, ECLAC, ECA, the Office for the Coordination of Humanitarian Affairs and ECE. Those 11 entities delivered 87 per cent of the technical cooperation outputs in the biennium.

Table 6
Summary of technical cooperation outputs delivered in 2006-2007

Budget section			*Advisory services*		*Training*			*Fellowships and grants*	
		Total outputs	*Number of services*	*Number of missions*	*Number of courses*	*Number of participants*	*Projects completed*	*Number awarded*	*Number of recipients*
2.	General Assembly and Economic and Social Council affairs and conference management	75	—	—	75	659	—	—	—
3.	Political affairs	56	—	—	8	224	—	—	—
4.	Disarmament	58	4	1	48	1 888	2	—	—
5.	Peacekeeping operations	5	1	—	—	—	4	—	—
6.	Peaceful uses of outer space	79	35	3	23	1 431	11	10	15
8.	Legal affairs	4 323	4 233	34	34	2 067	1	42	42
9.	Economic and social affairs	300	108	156	29	1 837	91	70	765

Budget section		Advisory services		Training			Fellowships and grants	
	Total outputs	Number of services	Number of missions	Number of courses	Number of participants	Projects completed	Number awarded	Number of recipients
10. Least developed countries, landlocked developing countries and small island developing States	8	—	—	8	337	—	—	—
11. United Nations support for the New Partnership for Africa's Development	7	6	6	1	25	—	—	—
12. Trade and development	1 344	479	511	530	19 771	238	1	63
13. International Trade Centre UNCTAD/WTO	1 187	2	—	997	42 913	129	—	—
14. Environment	989	459	464	415	20 789	40	39	123
15. Human settlements	699	309	393	112	16 378	221	—	—
16. International drug control, crime prevention and criminal justice	808	446	154	78	7 470	277	3	22
17. Economic and social development in Africa	198	101	114	37	1 344	42	10	11
18. Economic and social development in Asia and the Pacific	109	8	10	40	11 755	46	3	23
19. Economic development in Europe	160	67	89	74	5 332	4	—	—
20. Economic and social development in Latin America and the Caribbean	322	177	559	128	4 831	19	4	5
21. Economic and social development in Western Asia	118	39	58	35	840	34	—	—
23. Human rights	397	83	92	286	16 607	14	14	22 062
24. Protection of and assistance to refugees	38	1	—	5	5 173	25	—	—
25. Palestine refugees	63	—	—			54	—	—
26. Humanitarian assistance	179	24	17	126	2 500	26	—	—
27. Public information	174	49	—	125	10 843	—	—	—
28. Management and support services	37	—	—	35	2 387	—	—	—
33. Safety and security	581	—	—	147	17 785	380	—	—
Subtotal (missions, participants and recipients)			2 661		195 186			23 131
Total	12 314	6 631		3 396		1 658	196	

86. In addition, 1,583 outputs were delivered under the conference services, administration and oversight category, which includes services and outputs related to overall administration and management, central support services, documentation

and publication services and planning, budgeting and accounts, including oversight activities and conference services.

G. Resource utilization

87. Since it was not possible to incorporate financial performance information into the programme performance report, a proxy measure of resource utilization, Professional staff work-months, was used to provide an estimate of resources used during the biennium to deliver the outputs and achieve the expected results. While it is a rather inexact measure, it is a reasonably meaningful indicator because Professional staff work-months are a main component of resource use.

88. As in previous bienniums, a significant percentage of work-months was reported by the Palestine refugees programme (sect. 25), which does not produce any quantifiable outputs programmed in the biennial budget but rather delivers services to approximately 4 million refugees through its 157 international and approximately 20,000 local staff. As mentioned, this is a special case, both in substance, as its entire work directly benefits Palestine refugees, and in scale, as its size distorts the significance of all other Secretariat programmes. A total of 419,694 work-months, or 79 per cent of the 530,086 work-months reported by the Secretariat, were used by UNRWA in delivering its work programme. Therefore, it is not very meaningful to include section 25 in the aggregate analysis because its magnitude skews the results of work-month reporting. As such, the tables and discussion below exclude the Palestine refugees programme.

89. A total of 110,393 work-months (including consultant work-months) were utilized by the Organization to deliver the 2006-2007 outputs and achieve the envisaged results. A total of 76,894 work-months, or 70 per cent, were funded through the regular budget, while 33,499 work-months, or 30 per cent, were financed with extrabudgetary resources. Of the regular budget work-months, 95 per cent related to Professional staff and 5 per cent to consultants. Similarly, 83 per cent of extrabudgetary resources were used for Professional staff and 17 per cent for consultants. Altogether, Professionals accounted for 92 per cent of the total work-months, and only 8 per cent was provided by consultants.

90. Four offices — the Office of Central Support Services in New York and the United Nations Offices at Geneva, Vienna and Nairobi — dedicated none of their total of 9,315 work-months to producing quantifiable outputs. Another four entities — UNCHR, OIOS, the Office of Human Resources Management and the Department of Safety and Security — utilized 15 per cent or less of their total of 2,722 work-months for delivering quantifiable outputs. Altogether, those eight entities accounted for 11 per cent of all work-months used. The total number of work-months utilized by budget section, excluding section 25, Palestine refugees, along with the percentage of work-months utilized to produce quantifiable outputs, are presented in table 7. A similar table including section 25 is available in the expanded version of the report.

Table 7
Work-months utilized[a]

Budget section		Regular		Extrabudgetary			
		Professional	Consultant	Professional	Consultant	Total	Q[b]
2.	General Assembly and Economic and Social Council affairs and conference management	25 786	856	441	166	27 249	61
3.	Political affairs	2 268	8.7	200	—	2 477	99
4.	Disarmament	390	6	156	216	769	86
5.	Peacekeeping operations	554	—	6 656	—	7 210	55
6.	Peaceful uses of outer space	335	—	19	—	354	50
8.	Legal affairs	1 845	0.5	484	—	2 329	63
9.	Economic and social affairs	5 617	190	381	117	6 305	85
10.	Least developed countries, landlocked developing countries and small island developing States	193	19	—	2	214	96
11.	United Nations support for the New Partnership for Africa's Development	292	26	3	5.5	326	99
12.	Trade and development	3 715	191	1 987	746	6 640	50
13.	International Trade Centre UNCTAD/WTO	1 168	—	1 268.5	—	2 436.5	26
14.	Environment	527	47	2 744	624	3 941	61
15.	Human settlements	631	24	1 169	1 167	2 991	36
16.	International drug control, crime prevention and criminal justice	1 882	523	897	280	3 583	76
17.	Economic and social development in Africa	1 748	168	89	235	2 239	73
18.	Economic and social development in Asia and the Pacific	1 920	107	237	382	2 646	50
19.	Economic development in Europe	2 188	211	316	85	2 801	86
20.	Economic and social development in Latin America and the Caribbean	2 147	356	305	788	3 596	71
21.	Economic and social development in Western Asia	1 010	188	51	125	1 375	64
23.	Human rights	3 392	70	3 321	346	7 129	63
24.	Protection of and assistance to refugees	—	—	1 001	—	1 001	14
26.	Humanitarian assistance	480	8	1 652	253	2 394	86
27.	Public information	6 590	41	284	51	6 966	99
28A.	Office of the Under-Secretary-General for Management	112	—	13	—	125	39
28B.	Office of Programme Planning, Budget and Accounts	1 379	0.5	878	—	2 257	38
28C.	Office of Human Resources Management	1 945	391	711	22	3 069	3
28D.	Office of Central Support Services	72	—	—	—	72	—
28E.	Administration, Geneva	1 008	71	777	39	1 895	—
28F.	Administration, Vienna	450	4	294	7	755	—
28G.	Administration, Nairobi	—	—	—	—	—	—

Budget section	*Regular* *Professional*	*Regular* *Consultant*	*Extrabudgetary* *Professional*	*Extrabudgetary* *Consultant*	*Total*	*Q*[b]
29. Internal oversight	865	3	1 443	30	2 341	15
33. Safety and security	2 853	19	31	1	2 904	10
Total	73 366	3 528	27 809	5 690	110 393	59

[a] Excluding section 25.

[b] The percentage of work-months devoted to quantifiable outputs.

91. In the remaining 24 budget sections, which account for 98,356 work-months (or 89 per cent of the total), the production of quantifiable outputs represented from 26 to 99 per cent of the total work-months utilized. In 16 of those 24 sections, 59 per cent or more of the work-months were dedicated to the production of quantifiable outputs.

92. With regard to substantive content, 35 per cent of the total work-months reported was devoted to economic and social development activities and 10 per cent to human rights and humanitarian assistance, while 2 per cent was committed to legal affairs, 10 per cent to peace, disarmament and security matters, 27 per cent to general policymaking and conference services and 18 per cent to public information, administration and oversight.

93. It is worth noting that out of the total of 110,393 work-months, 65,460 work-months (32,058 for the servicing of intergovernmental and expert bodies and 33,402 for other substantive activities), or 59 per cent, were utilized in the production of 31,964 quantifiable outputs. It should be noted that quantifiable outputs are those in the first two major output categories (six subcategories) of table 8 below. On the other hand, 41 per cent of the Secretariat's resources were used in the delivery of 44,933 technical cooperation, conference servicing, administrative and oversight outputs. Of those, 18 per cent, or 19,996 outputs, were devoted to advisory services (5,821), training courses, seminars and workshops (5,080), fellowships and grants (239) and field projects (8,855), and 23 per cent to the delivery of conference services and administrative and oversight activities, which are considered non-quantifiable outputs. Table 8 provides the distribution of work-months by major categories of activity for the biennium 2006-2007.

Table 8

Distribution of Professional work-months utilized by output category, excluding section 25, Palestine refugees

Output category	*Regular budget* *Work-months*	*Regular budget* *Percentage*	*Extrabudgetary* *Work-months*	*Extrabudgetary* *Percentage*	*Total* *Work-months*	*Total* *Percentage*
Servicing of intergovernmental and expert bodies	28 288	37	3 770	11	32 058	29
Substantive servicing of meetings	20 322	26	1 275	4	21 597	20
Parliamentary documentation	5 968	8	1 857	6	7 826	7
Expert groups, rapporteurs, depository services	1 997	3	638	2	2 635	2

Output category	Regular budget		Extrabudgetary		Total	
	Work-months	*Percentage*	*Work-months*	*Percentage*	*Work-months*	*Percentage*
Other substantive activities	21 658	28	11 744	35	33 402	30
Recurrent publications	4 649	6	1 199	4	5 847	5
Non-recurrent publications	2 929	4	1 776	5	4 705	4
Other substantive activities	14 081	18	8 769	26	22 849	21
Technical cooperation	9 385	12	10 610	32	19 996	18
Advisory services	3 246	4	2 576	8	5 821	5
Training courses, seminars and workshops	2 878	4	2 202	7	5 080	5
Fellowships and grants	148	—	91	—	239	—
Field projects	3 113	4	5 742	17	8 855	8
Conference services, administration, oversight	17 563	23	7 374	22	24 937	23
Total	**76 894**	**100**	**33 499**	**100**	**110 393**	**100**

H. Gender mainstreaming

94. As in the previous biennium, programme managers were requested in the instructions for the preparation of the programme budget for 2006-2007, in accordance with General Assembly resolution 56/132, to ascertain that awareness of gender perspectives was translated into actual activities to be implemented at the operational level. Managers were to visibly demonstrate attention to gender dimensions in the formulation of expected accomplishments and indicators of achievement formulated as part of their work programmes.

95. Altogether, 237 gender-sensitive references were incorporated in the programme planning and reporting narratives of the biennium 2006-2007. Of the 651 expected accomplishments defined in the programme budget, 57, or 8.7 per cent, referred to gender-related aspects, which constitutes a slight increase from the previous biennium, in which only 54 references were made (8.4 per cent). Similarly, 50 (5 per cent) of 1,076 related indicators of achievement included gender-related references, representing a slight decrease compared to the previous biennium, in which such references were made in 61 (6 per cent) of the 974 indicators of achievement.

96. At the same time, of the statements of results achieved (see chap. VI below), 74, or 11 per cent, reflect efforts to make gender-related concerns and experiences an integral dimension of the implementation, monitoring and evaluation of the results, policies and programmes pertaining to a particular subject area compared to 66 (10 per cent) in the previous biennium. Similarly, there are 15 gender-related references under "Highlights of programme results", which indicates that approximately 44 per cent of the 34 programmes incorporated gender in their monitoring and results assessments compared to only 6 (17 per cent) in the previous biennium. There was only one reference to gender under "Challenges, obstacles and unmet goals".

97. Regarding training delivered by the Secretariat, 3,753 training courses, seminars and workshops were provided under 25 budget sections. The proportion of women among the 223,757 participants was 32 per cent (70,804 training events), an increase of four percentage points compared to the 28 per cent achieved in the previous biennium. In addition, 23,131 (49 per cent) of the 34,531 fellowships made available by 10 programmes were awarded to women. Compared to 2004-2005, the percentage of fellowships awarded to women increased from 30 per cent to a level similar to the 50 per cent of awards registered in 2002-2003. Overall, from the 246,808 recipients of training courses, seminars, workshops or fellowships, 82,204, or 32 per cent, benefited women.

98. Table 9 provides the total number of female and male beneficiaries of training courses, seminars, workshops and fellowships as well as the percentage of women benefiting from them under each budget section. The gender statistics for the biennium 2006-2007 mark a slight improvement in the Secretariat's efforts to ensure the systematic integration and mainstreaming of gender into existing evaluation and monitoring processes. Further efforts still must be made by the Organization with respect to programme management, service delivery and recruitment and promotion practices, as well as in reporting, in order to comply fully with Economic and Social Council resolution 2004/4 and General Assembly resolution 56/132 on mainstreaming gender in operational activities and on the monitoring, reporting and evaluation aspects of the Secretariat's work.

Table 9
Male and female recipients of training courses, seminars and workshops

Budget section	*Training courses, seminars and workshops*	*Total participants*		*Percentage female*
		Female	*Male*	
2. General Assembly and Economic and Social Council affairs and conference management	75	364	295	55
3. Political affairs	12	71	230	24
4. Disarmament	72	745	2 283	25
5. Peacekeeping operations	6	76	2 025	4
6. Peaceful uses of outer space	58	576	1 992	22
8. Legal affairs	81	876	1 396	39
9. Economic and social affairs	804	795	2 282	26
10. Least developed countries, landlocked developing countries and small island developing States	8	128	209	38
11. United Nations support for the New Partnership for Africa's Development	9	125	199	39
12. Trade and development	737	10 515	21 355	33
13. International Trade Centre UNCTAD/WTO	997	14 933	27 980	35
14. Environment	602	8 272	18 067	31
15. Human settlements	113	7 204	9 409	43
16. International drug control, crime prevention and criminal justice	102	1 948	5 546	26
17. Economic and social development in Africa	52	385	1 047	27

Budget section	*Training courses, seminars and workshops*	*Total participants*		*Percentage female*
		Female	*Male*	
18. Economic and social development in Asia and the Pacific	63	1 816	9 962	15
19. Economic development in Europe	109	3 108	6 255	33
20. Economic and social development in Latin America and the Caribbean	133	2 120	2 716	44
21. Economic and social development in Western Asia	35	392	448	47
23. Human rights	22 356	18 069	20 600	47
24. Protection of and assistance to refugees	23	2 675	3 748	42
26. Humanitarian assistance	130	815	1 821	31
27. Public information	125	4 726	6 117	44
28. Support services	35	1 007	1 380	42
33. Safety and security	147	463	17 322	3
Total	**26 884**	**82 204**	**164 684**	**33**

I. Final statement on the delivery of outputs and resource utilization

99. Implementation rates for the biennium have remained high, with 24 budget sections achieving implementation rates (I_T) of 90 per cent or higher and 5 keeping implementation rates between 80 and 89 per cent of outputs. Similarly, the Secretariat-wide average implementation rate ($I_{T/P}$) has remained at 106 per cent, which reflects the resourcefulness and ability of programme managers, departments and offices to cope with unforeseen circumstances and to adjust to emerging situations.

100. In the course of the biennium, 4,420 outputs were added to the programme of work by either intergovernmental bodies or the Secretariat and were implemented. In addition, of the 31,964 total outputs, 660, or 2 per cent, were postponed and 2,610, or 8 per cent, were terminated. At the same time, out of 527 outputs that were carried forward for implementation in 2006-2007, 59 per cent (309 outputs) were implemented, 18 per cent (96 outputs) were postponed further and 23 per cent (122 outputs) were terminated.

101. Overall, including technical cooperation outputs, the Organization has delivered 44,278 outputs, which have for the most part benefited Member States, including the training of 195,186 Government officials and representatives from subregional, regional and national entities who participated in capacity-building programmes and the delivery of 1,658 projects by the different departments for the benefit of Member States.

102. Those outputs were delivered using a total of 110,393 work-months (including consultant work-months) and have contributed to the achievement of the envisaged results. With respect to substantive content, 35 per cent of the total work-months reported was devoted to economic and social development activities and 10 per cent to human rights and humanitarian assistance, while 2 per cent was committed to legal affairs, 10 per cent to peace, disarmament and security matters, 27 per cent to general policymaking and conference services and 18 per cent to public information, administration and oversight.

IV. Statement of appropriations of the United Nations for the biennium 2006-2007

United Nations General Fund

Statement of appropriations for the biennium 2006-2007 ended 31 December 2007

(Thousands of United States dollars)

			Expenditures			
		Appropriations[a]	*Disbursements*	*Unliquidated obligations*	*Total*	*Unencumbered balance*
Part I. Overall policymaking, direction and coordination						
1.	Overall policymaking, direction and coordination	78 593	71 871	5 432	77 303	1 290
2.	General Assembly and Economic and Social Council affairs and conference management	587 087	569 497	12 208	581 705	5 382
	Subtotal	**665 680**	**641 368**	**17 640**	**659 008**	**6 672**
Part II. Political affairs						
3.	Political affairs	724 055	649 543	59 583	709 126	14 929
4.	Disarmament	19 854	19 676	178	19 854	—
5.	Peacekeeping operations	91 356	86 897	4 008	90 905	451
6.	Peaceful uses of outer space	6 522	6 239	152	6 391	131
	Subtotal	**841 787**	**762 355**	**63 921**	**826 276**	**15 511**
Part III. International justice and law						
7.	International Court of Justice	38 858	37 592	656	38 248	610
8.	Legal affairs	42 817	41 140	1 677	42 817	—
	Subtotal	**81 675**	**78 732**	**2 333**	**81 065**	**610**
Part IV. International cooperation for development						
9.	Economic and social affairs	152 592	150 432	983	151 415	1 177
10.	Least developed countries, landlocked developing countries and small island developing States	4 810	4 721	13	4 734	76
11.	United Nations support for the New Partnership for Africa's Development	8 844	8 420	220	8 640	204
12.	Trade and development	113 760	111 534	1 192	112 726	1 034
13.	International Trade Centre UNCTAD/WTO	27 533	27 533	—	27 533	—
14.	Environment	13 165	13 074	91	13 165	—

			Expenditures			
		Appropriations[a]	*Disbursements*	*Unliquidated obligations*	*Total*	*Unencumbered balance*
15.	Human settlements	19 573	19 253	312	19 565	8
16.	International drug control, crime prevention and criminal justice	34 457	32 717	1 344	34 061	396
	Subtotal	**374 734**	**367 684**	**4 155**	**371 839**	**2 895**
Part V. Regional cooperation for development						
17.	Economic and social development in Africa	102 152	91 293	8 902	100 195	1 957
18.	Economic and social development in Asia and the Pacific	80 774	78 548	1 359	79 907	867
19.	Economic development in Europe	57 853	56 725	647	57 372	481
20.	Economic and social development in Latin America and the Caribbean	95 254	93 569	1 337	94 906	348
21.	Economic and social development in Western Asia	58 975	56 321	1 997	58 318	657
22.	Regular programme of technical cooperation	47 480	41 741	4 172	45 913	1 567
	Subtotal	**442 488**	**418 197**	**18 414**	**436 611**	**5 877**
Part VI. Human rights and humanitarian affairs						
23.	Human rights	81 528	74 641	3 317	77 958	3 570
24.	Protection of and assistance to refugees	68 502	68 502	—	68 502	—
25.	Palestine refugees	38 773	38 773	—	38 773	—
26.	Humanitarian assistance	26 678	25 708	970	26 678	—
	Subtotal	**215 481**	**207 624**	**4 287**	**211 911**	**3 570**
Part VII. Public information						
27.	Public information	171 326	168 736	2 590	171 326	—
	Subtotal	**171 326**	**168 736**	**2 590**	**171 326**	—
Part VIII. Common support services						
28A.	Office of the Under-Secretary-General for Management	20 929	18 837	2 077	20 914	15
28B.	Office of Programme Planning, Budget and Accounts	31 069	30 328	92	30 420	649
28C.	Office of Human Resources Management	69 526	66 467	2 587	69 054	472
28D.	Office of Central Support Services	245 721	229 985	14 614	244 599	1 122
28E.	Administration, Geneva	106 844	99 652	6 441	106 093	751
28F.	Administration, Vienna	36 318	34 557	1 670	36 227	91

	Appropriations[a]	Expenditures			Unencumbered balance
		Disbursements	Unliquidated obligations	Total	
28G. Administration, Nairobi	23 109	22 265	801	23 066	43
Subtotal	**533 516**	**502 091**	**28 282**	**530 373**	**3 143**
Part IX. Internal oversight					
29. Internal oversight	29 803	28 338	1 283	29 621	182
Subtotal	**29 803**	**28 338**	**1 283**	**29 621**	**182**
Part X. Jointly finance administrative activities and special expenses					
30. Jointly financed administrative activities	9 482	9 174	—	9 174	308
31. Special expenses	93 651	93 392	259	93 651	—
Subtotal	**103 133**	**102 566**	**259**	**102 825**	**308**
Part XI. Capital expenditures					
32. Construction, alteration, improvement and major maintenance	104 160	63 460	34 663	98 123	6 037
Subtotal	**104 160**	**63 460**	**34 663**	**98 123**	**6 037**
Part XII. Security and safety					
33. Security and safety	172 375	166 615	3 071	169 686	2 689
Subtotal	**172 375**	**166 615**	**3 071**	**169 686**	**2 689**
Part XIII. Development Account					
34. Development Account	21 552	21 552	—	21 552	—
Subtotal	**21 552**	**21 552**	—	**21 552**	—
Part XIV. Staff assessment					
35. Staff assessment	436 062	436 062	—	436 062	—
Subtotal	**436 062**	**436 062**	—	**436 062**	—
Total	**4 193 772**	**3 965 380**	**180 898**	**4 146 278**	**47 494**

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[a] General Assembly resolution 62/235. Incorporates amounts transferred between sections of the budget with the concurrence of the Advisory Committee on Administrative and Budgetary Questions.

V. Recommendations

103. The Committee for Programme and Coordination may wish:

(a) To take note of the present report and endorse the proposed methodological improvements related to the improvement of the quality of the formulation of expected accomplishments and performance indicators in the proposed programme budget for 2010-2011, taking into account the comments of the Committee;

(b) To request the Secretary-General to propose modifications to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation to move the Organization beyond results-based budgeting and towards genuine results-based management;

(c) To decide to use the detailed results set out in the present report in reviewing the proposed strategic framework for 2010-2011;

(d) To recommend that all programme managers be held accountable for the achievement of results and for documenting progress towards attaining the commitments made in the programme budget by requesting compliance reports at the subprogramme level and including the related management responsibilities in the performance appraisal process.

VI. Programme performance by section of the programme budget

Preface

104. Programme performance in terms of the various expected accomplishments established by the departments in the programme budget for the biennium 2006-2007 is described in the present chapter. The structure of reporting is the same for each budget section, opening with the highlights of programme results and a review of the challenges, obstacles and unmet goals, followed by a concise rendering of statements of accomplishments/results achieved for each subprogramme in the same order in which they are presented in the relevant tables of the proposed programme budget fascicle.

105. As in the previous programme performance report, the need to contain the volume of the printed version of the report while striving to accommodate greater scope and detail of reporting was resolved by confining the printed version to the essence of programme performance while using the expanded version available on the Internet (see note on p. 1) to provide richer performance information. To reduce the volume of the printed version, the formulations of expected accomplishments were not consistently reproduced verbatim; however, key language was retained as was the order of their appearance in the respective budget fascicles. The programme performance report contains information on all the commitments and activities implemented by the Organization. Nonetheless, there could be unintended or unreported results that were not fully captured in the present report.

106. In the Internet version of the report, the summary of the output implementation information for each programme, provided at the bottom of the highlights box, is equipped with a hyperlink to a table with detailed subprogramme-level information on the implementation of outputs and the relevant work-months utilized.

Section 2
General Assembly and Economic and Social Council Affairs and conference management

Highlights of programme results

During the biennium 2006-2007, the Department for General Assembly and Conference Management remained committed to the reform process and made substantial progress in the implementation of the project on integrated global management of conference services. Advances were made in the harmonization/standardization of administrative policies, practices and procedures, with the ultimate goals of streamlining procedures, sharing resources and achieving economies of scale.

A global information technology initiative was launched in 2006 with a view to coordinating, streamlining and standardizing conference processes in the Department overall. The initiative included three projects: (a) a centrally hosted reporting database to enable global reporting and management of consolidated statistical data (lead duty stations: Nairobi/New York); (b) integration, re-engineering and migration of the current meetings management system to an updated standard open platform across the four conference-servicing duty stations (lead duty station: Vienna); and (c) technical assessment and implementation of document management systems at all four conference-servicing duty stations (lead duty station: Geneva).

Measures were introduced to improve the working methods of the General Assembly and its Main Committees, which facilitated the planning and coordination of meetings and documentation and the work of the Member States.

Workload forecasting improved through better planning, which in turn made possible the implementation of cost-effective methods of delivery of services. The use of off-site and contractual staff in the translation services increased in the second year of the biennium. The off-site arrangement, which represents a new mode of service delivery, has become a regular feature of work. The optimum combination among the different modes will lead to savings for the Organization.

The Publishing Section implemented a project aimed at enhancing its services, and the use of the print-on-demand technology increased the efficiency of those services in the four conference-servicing duty stations.

Challenges, obstacles and unmet goals

Owing to the servicing nature of the Department, its performance continued to be heavily affected by external factors. The inclusion of an indicator of achievement on the timely submission of pre-session documents under the executive direction and management sections of each department in the proposed programme budget for the biennium 2010-2011 has been approved by the Secretary-General to improve departmental compliance. Observance of page limits by author departments also remained a challenge and was, in some cases, beyond the control of the Secretariat. Efforts continued to be made to find the best solution to that obstacle.

The Department is increasingly focusing its attention on end results and overall performance, maintaining its commitment to high quality levels. However, the trade-off between increased quality and cost-effectiveness constitutes a major challenge that needs to be given full recognition. Member States have a role to play in prioritizing and setting well-balanced goals.

The Department continues to face the challenge of having to service the full spectrum of meetings in the calendar of conferences as well as meetings for bodies in session in any given week. The number of bodies entitled to meet "as required" or "in continuous session" has increased.

The implementation of the global information technology projects was delayed owing to the slow progress in obtaining the necessary technology. There also continues to be problems with the installation of a virtual private network in the Department to provide full access to the United Nations network and all internal information databases and assets, a sine qua non for effective utilization of outside contractors and staff working at off-site locations. That matter will be addressed in the biennium 2008-2009.

The number of vacancies in the interpretation and translation sections in the Division of Conference Services at the United Nations Office at Nairobi continues to pose a challenge to the Department. More than 20 per cent of all staff on established language posts in the four duty stations are due to retire from 2007 to 2011, creating the need to recruit, assimilate and train a large number of new employees. A succession planning strategy has been put in place to address that problem.

Output implementation rate

The above-cited results are based on the implementation of 94 per cent of 1,923 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 2)).

Executive direction and management

2.1 *Programme of work is effectively managed and supported by staff and financial resources.* During the biennium 2006-2007, the Department continued its reforms aiming at improving its overall performance and facilitating the functioning of intergovernmental bodies, including further advancements in the area of integrated global management; harmonization and standardization of policies and procedures; improvements in the working methods of the General Assembly and its Main Committees; and the introduction of several measures to address the problem of late submission of documentation, for example meetings with representatives of author departments. The Department has also stepped up its outreach efforts to measure client satisfaction by implementing client surveys, obtaining feedback from the presiding officers and other users of services, and holding information meetings. Emphasis was placed on financial management, accountability and improving human resources indicators. The utilization rate of 99.98 per cent was achieved for finalization resources and all output was delivered on time. However, the average number of days required to process recruitment in Galaxy was 146 for all vacancies, falling short of the recommended target of 120 days established in the human resources action plan.

Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs

2.2 (a) *Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive technical and secretariat support to the Member States and other participants at the mandated meetings.* The percentage of end-users that expressed their dissatisfaction with the conduct of meetings and the level and quality of technical secretariat services remained at a very low level (1.4 per cent in 2006-2007 compared to 1 per cent in 2004-2005) in a period in which the Department extended its services to the Special Committee of 34 on peacekeeping operations and the Peacebuilding Commission.

(b) *Improved timely preparation and submission of procedural documentation for intergovernmental meetings serviced by the Department.* The Department continued to effectively plan its work prior to the opening of the sessions of intergovernmental bodies and improved its coordination with author departments and offices. It also provided web portal services to the First, Second, Third and Fourth Committees accessible to delegations and the Secretariat only, which improved the quality of communications and made possible a more efficient distribution of documentation. The overall submission compliance rate of the Department increased from 75 per cent in 2004-2005 to 99.5 per cent in 2006-2007.

Subprogramme 2
Planning, development and coordination of conference services

2.3 (a) *Overall improvement in the quality of conference services.* The percentage of representatives of Member States at intergovernmental organs and members of expert bodies expressing dissatisfaction with the quality of conference services remained at a very low level (2.9 per cent in 2006-2007 and 2 per cent in 2004-2005). The timely issuance of official documentation is the outcome of document submission and processing in compliance with established deadlines. The late submission of documents originating in the Department has been reduced owing to the implementation of more effective management mechanisms. Efforts to improve timely submission have resulted in slight improvements only, while timely processing, which is completely under the control of the Department, has improved significantly, at close to 100 per cent.

(b) *Efficient utilization of global capacity of unified conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided.* The Department has achieved better utilization of its conference services capacities while maintaining its quality levels. Average output per person as a percentage of workload standards for translation increased to 100 per cent in 2006-2007 (from 98 per cent in 2004-2005). The same indicator for interpretation services remained at 92 per cent. Those improvements have been achieved while end-users' satisfaction with the quality of the services rendered by the Department remained very high (97.1 per cent in 2006-2007). Shared assignments for meetings held away from conference-servicing duty stations as well as the processing in New York of the documentation of other duty stations have continued to increase in the context of the global management project.

(c) *Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements.* The difference between the total number of meetings planned and the number of meetings held reduced significantly, from 145 per cent during 2004-2005 to 15 per cent in 2006-2007. Regarding the relationship between meetings planned with interpretation and meetings held, the indicator increased from 81 per cent in 2004-2005 to 95 per cent in 2006-2007; the same relationship with regard to meetings held without interpretation was 248 per cent to 81 per cent.[6] The substantial improvements of those indicators are the result of more effective forecasting capacity of the Department, which may be attributed to closer coordination between planning officers and the technical secretariats. That resulted in most of the requests for servicing meetings being met efficiently, although there were fewer interpretation teams available for reassignment.

(d) *Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation.* In addition to the effective planning of the work of the Department, practical measures were implemented to address problems related to late submission and documentation exceeding the page limit. Those measures included providing slotting schedules to presiding officers of intergovernmental bodies for reference in preparing their programme of work and the proactive management of page limit waivers with heads of author departments. Such actions had the positive effect of improving the overall rate of submission compliance of the Secretariat from 60 per cent in 2006 to 65 per cent in 2007, although those figures were still far below the 90 per cent benchmark established for the biennium. As the Department's rate of processing compliance reached almost 100 per cent in 2006-2007, any increase in the timely issuance of documents to Member States must come from improvements in the submission of documentation by author departments and offices. To promote that objective, the Secretariat has adopted several measures aimed at strengthening the responsibility and accountability systems in the departments, which will bring sustained improvements in that area. Among those measures, the insertion in all United Nations programmes of an indicator of achievement regarding the timely submission of pre-session documents in the proposed programme budget for 2010-2011 has been approved by the Secretary-General.

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[6] The figure of 248 per cent represents meetings planned without interpretation recorded in IMDIS for 2004-2005, i.e., 11,400 meetings held as compared to 4,600 meetings planned. However, as reported to the General Assembly previously, the significant increase after 2003 in the number of calendar and non-calendar meetings without interpretation is due to the fact that, with the introduction of e-Meets, a broader range of conference room usage is recorded than was done previously. Meetings that require multiple rooms, such as larger-scale conferences, with simultaneous round table panel discussions or events occupying more than one room, are now recorded accordingly. Similarly, any usage of rooms during morning, lunch or evening hours for meetings or events is also included in the statistics.

(e) *Increased provision of conference services to different major groupings and regional groups.* The percentage of meetings of regional and other major groupings of Member States provided with interpretation services compared to the number of requests amounted to 80 per cent during 2006-2007, compared to the rate of 90 per cent in 2004-2005. While fewer meetings were requested in 2006-2007, the number of meetings serviced remained more or less the same. That is due in part to adding the strategic reserve of three meetings per week to accommodate the bodies entitled to meet on an "as required" basis, which also benefited regional groups.

Subprogramme 3
Documentation services

2.4 (a) *High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language.* Feedback from Member States on the quality of language services continued to be very positive. The 2007 client satisfaction survey reports poor ratings of 2.03 per cent (against 3.17 per cent for 2004-2005). Any complaints received concerning the work of editors and translators were thoroughly investigated and explanations duly provided. Most were related to the lack of understanding of United Nations editorial and translation guidelines and practices on the part of those lodging the complaint. The rate of self-revision for all six translation services in 2006-2007 was 44.1 per cent, in line with the level which the General Assembly believes should not be exceeded (45 per cent). Initiatives were implemented to improve the quality of work, including better quality electronic submissions, expansion and improvement of the Department's terminology databases, advances in redesigning referencing processes and the adoption of measures to address the demographic transition in the translation services.

(b) *Quality and cost-effectiveness of translation, meetings and publishing services.* The Department has moved towards reaching the optimum combination of translation delivery modes. The figures for internal translation during the first year of the biennium exceeded the target by 16 per cent, external translation was on target (with a small variation of only 0.1 per cent) and off-site translation fell short of the target by 6.1 per cent. The latter two variations are minimal considering the unpredictable nature of the workload in any given year and the relative novelty of the off-site arrangement. The overall number of pages translated by the Department increased by 11 per cent, while the 2006-2007 figures for off-site translations were 4.4 times the number registered for 2004-2005. The off-site arrangement is now firmly anchored in the practice of the translation services.

Subprogramme 4
Meetings and publishing services

2.5 (a) *High-quality interpretation, meetings and publishing services*. The rating by Member States in intergovernmental organs, members of expert bodies and client departments for dissatisfaction with interpretation, meetings and publishing services was 2.5 per cent in the last two bienniums. No significant complaints were received from representatives of Member States regarding the quality of the Department's services.

(b) *Quality and cost-effectiveness of interpretation, meetings and publishing services*. The mix of the modes of interpretation services — regular staff or temporary staff — measured in work-days remained relatively stable during the bienniums 2004-2005 and 2006-2007: 83 per cent compared to 17 per cent. For the Verbatim Reporting Service, the percentage of work-days performed in 2006-2007 by regular staff was 70 per cent (compared to 69 per cent in 2004-2005), 26 per cent by temporary staff (compared to 30 per cent in 2004-2005) and 4 per cent by off-site staff (compared to 1 per cent in 2004-2005). The 3 percentage-point variation in off-site figures is minimal considering the unpredictable nature of the workload and availability of freelance capacity. The Department implemented several changes in procedures to measure the cost-effectiveness of its services, such as implementation of a workload forecast and capacity-planning module, establishment of a working group in the publishing area to examine best practices and standardize procedures and indicators, and the design and implementation of an individual assignment work module in the text-processing area.

Conference management, Geneva

Subprogramme 2
Planning, development and coordination of conference services

2.6 (a) *Overall improvement in the quality of conference services*. During the biennium 2006-2007, the Conference Services Division received several communications commending the relevant Division services for the high quality of services rendered. An analysis of the results of a survey conducted at the end of 2006-2007 showed that more than 94 per cent of the clients expressed their overall satisfaction with the quality of conference services provided to their meetings.

(b) *Efficient utilization of unified conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided*. In 2006-2007, the Conference Services Division continued its efforts to share conference resources with New York, Vienna and Nairobi for the most efficient use of United Nations conference capacities. Conference Management, Geneva, negotiated agreements with the major Geneva-based substantive secretariats that resulted in a more evenly spread calendar of meetings for 2006-2007, which minimized the overlaps between those bodies entitled to summary records. The use of the global management task forces has also improved the coordination and exchange of information among the duty stations.

(c) *Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements*. In the biennium 2006-2007, better planning was achieved through regular consultations with the substantive secretariats, the services in the United Nations Office at Geneva and the other duty stations. As a result of those efforts, 91 per cent (17,109) of the meetings planned (18,820) were held. Eighty-eight per cent of the meetings planned with interpretation were held, while 92 per cent of the meetings planned without interpretation also took place, as programmed. The implementation of the global information technology initiative will facilitate the efficient utilization of services and provide real-time access to information resources among the duty stations.

(d) *Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation.* In the biennium 2006-2007, due attention was paid to the timely issuance of parliamentary documents in all official languages. The number of documents issued six weeks or more prior to meetings as a percentage of the total number of documents received increased from 42 per cent in the biennium 2004-2005 to 50.1 per cent in the biennium 2006-2007. Late submission of documents by clients and non-compliance with page limits continued to be a problem. Regular meetings were held with clients to increase understanding of the rules on timely submission and page limitations. Better planning, improved documentation forecasting and the future use of the global information technology system are expected to improve the Division's efficiency in such matters.

Subprogramme 3
Documentation services

2.7 (a) *High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language.* In the biennium 2006-2007, the expected accomplishment was fully delivered with due respect for the specificity of each language, despite the heavy demands imposed by the establishment of the Human Rights Council. Over 94 per cent of the clients were satisfied with the Division's performance during the biennium, and the extent of self-revised translations in relation to the volume of work increased from 40 per cent in 2004-2005 to 46.6 per cent in 2006-2007. Maintaining the efficiency level of the Division during the biennium 2008-2009 will require preserving the translators' human resources base in scarce language combinations, such as Arabic-English, developing courses for translators given by senior revisers, organizing training on revision techniques for translators and revisers, and strengthening the freelance rosters through ongoing testing of junior professionals.

(b) *Quality and cost-effectiveness of translation services.* The percentage of pages translated by internal staff and contractual translators was 88.3 per cent and 8.1 per cent, respectively, in 2006-2007, as compared to 90.6 per cent and 8.4 per cent, respectively, in 2004-2005. The rate of off-site translation increased to 3.7 per cent in 2006-2007, as compared to 1 per cent in the previous biennium. Efficiency measures introduced by the Department included the increased utilization of computer-assisted translation tools, digital recordings of meetings on flash memory cards, which improved précis-writing, and digital dictation devices, which helped to streamline workflow efficiency.

Subprogramme 4
Meetings and publishing services

2.8 (a) *High-quality interpretation, meetings and publishing services.* Survey results during the biennium 2006-2007 showed that 92.8 per cent of the clients expressed their overall satisfaction with the quality of the services offered. In addition, the Division received several written communications commending the good quality of the services rendered. Training courses have contributed to that achievement, providing a better understanding of different linguistic nuances and optimizing the quality of interpretation. The enhancement of the survey's format will be necessary to obtain more specific feedback from the clients on concrete measures regarding additional improvements which may be required to further optimize the quality of the Division's work.

(b) *Quality and cost-effectiveness of interpretation, meetings and publishing services.* Quality and cost-effectiveness were increased by a more frequent exchange of interpreters between duty stations to cover temporary staff shortages. The mix of modes of interpretation services measured by the number of workdays of regular staff versus temporary staff in the biennium 2006-2007 was maintained at the 80-20 per cent level existing in the biennium 2004-2005. The Publishing Service continued to make extensive use of the print-on-demand technology, as 96.4 per cent of all jobs (documents and publications) were produced in that way. Moreover, 100 per cent of all conference documents jobs are now produced using digital technology.

Subprogramme 5
Library services[7]

2.9 (a) *Support the information and research needs of the United Nations Office at Geneva and other United Nations and United Nations system departments and offices and all its mandated other users.* The overall number of Library service users increased 15 per cent, and there was a 4 per cent increase in the amount of queries presented by users through different means from 2004-2005 to 2006-2007. The acquisition of a new electronic library tool provided access online to 26,000 serials with full text, and a personal management programme is being implemented to provide direct assistance to users, assessing their needs in terms of services and providing specialized coaching. The number of users of "scope", a new archives recording and retrieval system, has been increasing at a fast rate: the number of users more than doubled from 2006 (8,148 visits) to 2007 (20,521 visits). Finally, the Library continued to provide maintenance and support services to a number of United Nations libraries in the integrated library system "Voyager" and to host the computer programme in the United Nations Office at Geneva servers. The Library provided training on the use of this software as required and participated actively in other cooperation forums, such as the annual inter-agency Knowledge Sharing and Information Management Group of United Nations System Libraries meeting.

(b) *Manage and develop the Library's valuable collection heritage and implement the new preservation and dissemination policy.* New digital equipment was acquired to implement the programme to preserve United Nations documents by producing digital and microfiche surrogates in a more efficient way, and a programme of work for the digitization of documents has been developed. Efforts are being implemented to outsource part of the United Nations Office at Geneva archives collection because of a lack of adequate storage space that complies with international preservation standards, although efforts in this area led to the renovation of library stacks and to the duplication of their capacity with the utilization of the "compactus" systems. The number of linear metres that could be used in archiving material for storage purpose in compliance with preservation standards increased from 80 metres in 2004-2005 to 254 in 2006-2007.

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[7] This service reports to the Office of the Director-General, United Nations Office at Geneva.

(c) *Nurture a culture of peace and dialogue by implementing and managing the cultural policy of the United Nations Office at Geneva and organizing events in the framework of the Global Agenda for Dialogue among Civilizations*. The Library organized a very effective cultural activities programme, including 115 events implemented during the biennium 2006-2007 (down from 130 during the previous biennium). In the implementation of those activities, the permanent missions and a number of United Nations agencies provided their full support.

(d) *Foster efficient and standard-compliant records management throughout the United Nations Office at Geneva and Secretariat units at Geneva*. The Library has increased the number of filing plans and achieved its target of 13 plans established for 2006-2007. It has also promoted the need to implement effective filing plans to preserve the institutional memory of the Organization. The processing of items continued at a steady pace during the biennium, and there is no backlog in the cataloguing of books or the indexing of United Nations documents. The number of items processed, including books, gifts and exchanges, Government documents and periodicals increased by 63 per cent in 2006-2007 in relation to 2004-2005, and the number of customized information services developed increased by 80 per cent. The indexing of articles was also made more effective by focusing on the main United Nations areas of interest and on the official languages only, as well as the rationalization of the acquisition process workflow. The lack of an integrated electronic records management system is a major obstacle to fulfilling this mandate effectively.

Conference management, Vienna

Subprogramme 2
Planning, development and coordination of conference services

2.10 (a) *Overall improvement in the quality of conference services*. Continued positive client feedback has been received through surveys distributed at the end of each major session. Regular meetings with clients, technical and substantive servicing secretariats of the United Nations and other representatives of Vienna-based organizations and Member States provided valuable feedback.

(b) *Efficient utilization of unified conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided*. Average capacity utilization for interpretation increased from 85 per cent in 2004-2005 to 93 per cent in 2006-2007 and the same indicator for translation increased from 98 per cent to 100 per cent during the same period. Coordination between duty stations improved workload sharing. Owing to the limited excess capacities existing in Vienna, only a small percentage of translation workload for other duty stations was performed in Vienna during the reporting period.

(c) *Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements*. During 2004-2005, 9.6 per cent of meetings planned were not held. In 2006-2007, 3.6 per cent of meetings planned were not held. In 2006-2007, 91 per cent of the meetings planned with interpretation were held, as compared to 78 per cent in 2004-2005; the number of meetings planned without interpretation that were held also increased from 97 per cent in 2004-2005 to 99 per cent in 2006-2007. Such improvements show better forecasting capacity of Conference Management, Vienna, which may be attributed to closer coordination between planning officers and the secretariats to determine the number of meetings and the service requirements with more accuracy.

(d) *Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings in accordance with the six-week rule for the availability of documentation*. In the biennium 2006-2007, the timely issuance of parliamentary documents in all official languages improved at the United Nations Office at Vienna. The percentage of documents submitted on time, within the page limits, and issued six weeks or more prior to meetings increased from 60 per cent in 2004-2005 to 89 per cent in 2006-2007. That improvement can be attributed in part to stricter adherence to the page limits for reports prepared in the Secretariat and stronger responsiveness to the time frames set by Conference Management, Vienna. It is hoped that the establishment of alternative processing frameworks will further increase the rate of issuance in compliance with established deadlines.

Subprogramme 3
Documentation services

2.11 (a) *High-quality referencing, editing and translation of parliamentary documentation and other written materials ensuring due respect for the specificity of each language*. Close to 100 per cent of users expressed satisfaction with the quality of translation and editorial services during the biennium 2006-2007, in comparison to 96 per cent in the biennium 2004-2005. The continuous expansion and revision for consistency of the Vienna terminology database and the introduction of the electronic reference system have contributed to that end. The percentage of translation work done on a self-revision basis remained stable at around 40 per cent during 2004-2005 and 2006-2007.

(b) *Quality and cost-effectiveness of translation services*. The overall number of pages translated by the Department increased by 8.0 per cent from 2004-2005 to 2006-2007. That increase was absorbed mainly by contractual and off-site translators, whose output increased by 29 per cent and 82 per cent, respectively. The increased utilization of external translation, at about 26 per cent of the total, generated savings for the Organization.

Subprogramme 4
Meetings and publishing services

2.12 (a) *High-quality interpretation, meetings and publishing services*. User surveys showed a rate of satisfaction of almost 100 per cent with the interpretation and meetings services. Positive client feedback was received in regular meetings with clients, in the active dialogues engaging the respective documentation focal points and in informational meetings with the Member States.

(b) *Quality and cost-effectiveness of interpretation, meetings and publishing services*. The mix of interpretation services provided by regular versus temporary staff was 47 per cent and 53 per cent, respectively, in 2006-2007. The efficient use of temporary staff coupled with shorter sessions and sessions not extending over the weekends resulted in savings in interpretation costs. In reproducing parliamentary documentation, 100 per cent of the technology used was digital. The United Nations Office at Vienna does not have a printing facility. The print-on-demand work outsourced to the International Atomic Energy Agency increased from 11 per cent to 45 per cent during 2004-2005 and 2006-2007.

Subprogramme 5
Library services

2.13 In accordance with the Library Business Plan, the United Nations Library in Vienna was established and started its full operation in the reporting period. Library services, including essential subscriptions, periodicals and books, together with multimedia and online services, are available for use by the Secretariat and Member States. Training sessions and workshops were organized for staff with the aim to promote electronic information services and develop skills in their use. The Library continues to cooperate closely with other United Nations Libraries.

Conference management, Nairobi

Subprogramme 2
Planning, development and coordination of conference services

2.14 (a) *Overall improvement in the quality of conference services*. The Member States and the secretariats of the two organizations that share the Nairobi premises, the United Nations Environment Programme and the United Nations Human Settlement Programme, have expressed their full satisfaction with the quality of all services provided to them, ranging from the planning and scheduling of meetings, management and distribution of pre- and in-session documents, dissemination of information to delegates, conference room services to closure of meetings and follow-up of subsequent events. In addition, around 100 per cent of Member States' representatives in intergovernmental organs and members of expert bodies have expressed satisfaction with the quality of conference services.

(b) *Efficient utilization of unified conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided.* The capacity utilization for interpretation increased from 48 per cent in 2004-2005 to 52 per cent in 2006-2007, while that for translation was 100 per cent during the two bienniums. Conference Management, Nairobi, achieved maximum capacity utilization through workload sharing (staff exchanges) with other conference-servicing duty stations. In addition, unutilized interpretation capacity is also channelled to assist with translation work and developing terminology databases. The capacity utilization of interpreters continues to pose a challenge to Conference Management because the number of bodies that have their established headquarters in Nairobi is much lower as compared to other conference-servicing duty stations. Nairobi also hosts other international organizations that use United Nations interpreters on a reimbursable basis. The supply has created some demand, but that still leaves unutilized capacity which is not anticipated to be fully utilized in Nairobi.

(c) *Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements.* The small decrease in total meetings held with interpretation (5 per cent) and without interpretation (4 per cent) in 2006-2007 compared to 2004-2005 could be attributed to the slightly reduced number of extrabudgetary meetings and special conferences over which Conference Management, Nairobi, has no control. The modus operandi of the United Nations Office at Nairobi, which is based on a cost recovery mechanism for a substantial part of its activities, continues to pose a serious challenge.

(d) *Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation.* Conference Services at the United Nations Office at Nairobi achieved 100 per cent compliance for documentation submitted on time by ensuring that it was processed on time and issued in compliance with the six-week rule.

Subprogramme 3
Documentation services

2.15 (a) *High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language.* The user survey indicates a 100 per cent level of satisfaction with translation and editing. The wider use of computer-assisted translation has continued to help enhance consistency and the quality of the translations in particular. The expansion of the multilingual terminology UNTERM and greater use of the United Nations official documents system has facilitated provision of reference material to translators, including external staff. The percentage of translation work done on a self-revision basis in relation to total volume of work increased from 85 per cent in 2004-2005 to 87 per cent in 2006-2007. Efforts continue to be made to ensure that electronic processing of documentation is fully implemented, in particular through use of technology in the translation and editing processes.

(b) *Quality and cost-effectiveness of translation services.* The overall number of pages translated by the Division remained relatively constant, while the mix of translation services provided by internal translators, contractual translators and off-site translators changed from 46 per cent, 49 per cent and 5 per cent, respectively, in the biennium 2004-2005 to 58 per cent, 42 per cent and 0 per cent, respectively, in the biennium 2006-2007. The decreased utilization of non-local freelance translators resulted in savings to the Organization. As the off-site option, although useful, was found too costly for Conference Management, Nairobi, at present, its use was discontinued during 2006-2007. The wider use of computer-assisted translation led to greater provision of references for translators and editors, thus enhancing the quality in their work.

Subprogramme 4
Meetings and publishing services

2.16 (a) ***High-quality interpretation, meetings and publishing services*****. Surveys indicated 100 per cent satisfaction by representatives of Member States in the intergovernmental organs, members of expert bodies and client departments for interpretation, meetings and publishing services. Efforts to maintain 100 per cent satisfaction levels are ongoing and will remain in practice for the foreseeable future, with occasional adjustments to be applied as and when necessary.**

(b) ***Quality and cost-effectiveness of interpretation, meetings and publishing services.*** **The mix of interpretation services modes measured by the number of workdays of regular staff versus temporary staff changed from the 63 per cent-37 per cent relationship existing in 2004-2005 to 73 per cent-27 per cent in 2006-2007. Priority has been given to exchanging interpreters with other conference services duty stations in order to save costs and ensure delivery of the highest quality of interpretation services. The utilization of the print-on-demand facilities remained at the constant level of 53 per cent and the use of such facilities among other alternatives was based on cost considerations.**

Section 3
Political affairs

Highlights of programme results

The programme continued its efforts in 2006-2007 to provide the required policy advice to several intergovernmental mechanisms, the Secretary-General and his representatives and special envoys. Its work contributed to progress in preventing, controlling and resolving conflicts worldwide and provided essential support to the Secretary-General's good offices functions and a number of special political missions. The programme supported electoral processes in 43 countries substantively and technically. Feedback on the usefulness and timeliness of advice and materials suggests a rate of 90 per cent satisfaction. The programme's capacity and expertise has been stretched when called upon to assist Governments in heading off future conflict or to prevent backsliding in fragile post-conflict environments or societies. Human and financial resources shortfalls have hampered its ability to adequately support conflict prevention, resolution and peace consolidation initiatives and to properly address the concerns of various regions. To effectively meet the steadily increasing substantive and operational requests for participation and servicing, the programme cooperated and coordinated activities with partners within the United Nations system, regional organizations, Member States and other institutions. Despite serious constraints, the programme sought to be more outwardly oriented and to balance the demands of servicing Member States, the Secretary-General and the need to be more operational and responsive to demands.

The programme increased coordination in the preparation of budgets for special political missions by organizing workshops on preparing results-based budgeting frameworks, convening a working group on the management of special political missions and developing standard operating procedures for such missions in cooperation with the Department of Field Support.

The Office of the United Nations Special Coordinator for the Middle East Peace Process coordinated the work of the United Nations country team, provided socio-economic and integrated research to the international community on the situation in the Middle East, and participated in and, in some cases, led donor coordination mechanisms. Such efforts contributed to more consistent and appropriate aid to the Palestinian Authority and the Palestinian population.

Challenges, obstacles and unmet goals

The demand continued to increase for talking points, meeting notes and other support to the Secretary-General and other senior managers in their interactions with Member States. Security situations in some countries limited the field-based work in providing effective support to United Nations and Government agencies on the ground and inhibited the programme's efforts to be increasingly operational. The programme, while actively promoting efforts to enhance national capacities to improve good governance and participate in regional and international initiatives, is striving to better and more effectively collaborate with other parts of the United Nations system to address current challenges in spite of its limited resources. Only a few Member States actively participated in the work of the Special Committee on Decolonization despite the urgent call by the General Assembly to accord priority to fully eradicating colonization, as urged by the international community.

The programme's heavy reliance on Junior Professional Officers and interns remains a burden and challenge, as does performance measurement for the programme's outputs.

Output implementation rate

The above-cited results are based on the implementation of 94 per cent of 1,069 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 3)).

Executive direction and management

3.1 (a) *Programme of work is effectively managed within available human and financial resources.* In order to facilitate the transition from Secretary-General Annan to Secretary-General Ban, the Department of Political Affairs delivered 90 per cent of all requested materials and services on time, with the remaining 10 per cent submitted shortly after the deadline. The Department was also able to maintain a 95 per cent incumbency rate for 2006-2007 and continued to strive for a high rate of budgetary utilization, which stood at 92.5 per cent in the reporting period. It recognized the need for improving data collection methods to track work process improvements and for a more comprehensive approach to Department-wide monitoring and evaluation.

(b) *Effective backstopping/servicing/management of special political missions, field offices and high-level envoys.* While the management of special political missions improved as a result of the implementation of various audit and evaluation findings/recommendations in 2006, effective backstopping was still an issue given the lack of necessary resources. In that regard, Member States have benchmarked the management and oversight of the Department of Political Affairs against the Department of Peacekeeping Operations, which has significantly more resources for backstopping, funded through the support account arrangement. Nevertheless, the Department of Political Affairs continued to learn from experience and introduced best practices and operational guidance to support the work of its desk officers managing complex missions.

Subprogramme 1
Prevention, control and resolution of conflicts

3.2 (a) *Improved capability to identify and address conflict situations and to participate in their resolution.* The four regional divisions responded to mandates for settlement of disputes given to them by the Security Council, the General

Assembly and the Secretary-General, supported and provided political advice and guidance to representatives and envoys of the Secretary-General, and provided analysis to the Secretary-General, senior management and/or the Security Council, as requested. The Africa Divisions, inter alia, focused on the implementation of the Greentree Agreement on the Bakassi Peninsula by Cameroon and Nigeria, inter-State tensions, where relevant, and the volatile situations in other subregions. The Americas and Europe Division focused on the Balkans, the South Caucasus and Cyprus as well as on developments in the Americas, where relevant, while the Asia-Pacific Division remained focused on the Middle East peace process, the Arab-Israeli conflict, the Korean Peninsula and various Asian countries, where relevant. A Regional Centre for Preventive Diplomacy for Central Asia has been established to respond more effectively to requests for assistance and provide a tool for strengthening cooperation on regional issues. During the review period, the expected number of conflict situations has been addressed successfully at different levels.

(b) *Improved capability to keep peace processes on track once an agreement has been signed and to facilitate a durable peace.* The regional divisions engaged in and provided direct support to peacebuilding offices and activities in some 34 countries, exceeding the target of 33 for the biennium. The deployment of a variety of peace and development advisers, with the full cooperation of the United Nations Development Programme and in consultation with Member States, was instrumental in programme design and implementation of conflict prevention and the peacebuilding activities. The Guyana Social Cohesion Programme was brought to a successful conclusion at the end of 2006 and was assessed externally and internally. A new strategy framework has been established, providing the basis for a follow-up programme of actions. Lastly, the subprogramme recognized the further improvement was needed in terms of inter-agency coordination in addressing the urgent needs of countries emerging from conflict.

Subprogramme 2
Electoral assistance

3.3 *Enhanced capacity of Member States requesting assistance to organize periodic and fair elections.* During the biennium, the Electoral Assistance Division provided assistance to 43 Member States. In 10 cases, assistance was based on a Security Council mandate; in other cases, it was based on requests from Member States. The growing number of requests for assistance demonstrated that the United Nations has developed effective practices in assisting Member States to conduct credible and genuine elections. However, there remained a need to make adjustments to meet emerging trends and challenges in the field of electoral assistance and to pay increased attention to system-wide coherence and consistency in the electoral field. To meet the growing demand for complex electoral assistance, increased capacity was required to develop and disseminate electoral standards and best practices.

Subprogramme 3
Security Council affairs

3.4 (a) *Meetings conducted in a timely and procedurally correct manner.* During the biennium, the subprogramme strengthened its capacity to facilitate the activities of the Security Council and its subsidiary organs, which increased dramatically in complexity during the reporting period, and supported the Council's efforts to increase transparency, efficiency and cooperation with non-Council entities. The subprogramme provided substantive support to the holding of 498 formal Council meetings and 383 informal consultations, as well as more than 450 formal and informal meetings of subsidiary bodies of the Council. The subprogramme also facilitated the issuance of reports by the Secretary-General for the Council's consideration, the holding of relevant briefings by high-level Secretariat officials and the convening of formal meetings with troop-contributing countries, as well as the adoption of 252 resolutions and Presidential statements and the issuance of 91 press statements. Substantive servicing was also provided to various working groups of the Council, which increased their activities in the biennium. The subprogramme refined its tools and procedures to ensure optimum use of limited conference services in order to allow timely and procedurally correct meetings. It received positive feedback from the Council and members of subsidiary organs on the adequacy and timeliness of the substantive and administrative support provided, including through the evaluation carried out by the OIOS (E/AC.51/2007/2/Add.2). Efforts to improve coordination between the subprogramme and the conference-servicing section should be continued to ensure the timeliness and proper proceedings of the Council and its subsidiary organs.

(b) *Improved access to information relating to the work of the Security Council and its subsidiary organs*. There was significant use of the Security Council homepage and of the improved online version of the *Repertoire of the Practice of the Security Council* during the biennium. The number of page views recorded on the *Repertoire* website was 416,500. The Division responded promptly to an increasing number of research questions on the Council's practice. It digitized and posted the original and subsequent nine supplements of the French-language *Repertoire*, previously available only on a limited basis in hard copy. A total of more than 4 million visits to the Council website were registered, more than triple the target for the biennium. Working in cooperation with the Department of Public Information, the Division completed a substantial redesign of the web pages of all 12 active sanctions committees to provide a succinct and accurate summary of the scope and duration of each sanctions regime. The new pages also offered a wider range of more user-friendly committee-related information. A task force undertook extensive research and discussion towards the design of an upgraded Division-wide database, which was scheduled to be launched in the biennium 2008-2009. Moreover, important progress was made in the preparation, completion and publication of supplements to the *Repertoire* and, in that process, critical lessons were learned, including (i) the implementation of the "two-track" approach for the completion of the *Repertoire*; (ii) the internal substantive guidelines for the preparation of the publication required continuous updating to appropriately reflect the evolving practice of the Council; and (iii) the significant expansion of the number of Council meetings and relevant Council documents was addressed through the creation of an enhanced database capturing the past and current practices and procedures of the Council, thereby speeding up the preparation of more contemporary supplements to the *Repertoire*. Further improvements in its search function and continued training of staff in its use could help accelerate the preparation of new supplements of the publication.

(c) *Decisions of the Security Council and its subsidiary organs are appropriately followed up*. During the biennium, the Division continued to engage the Executive Office of the Department of Political Affairs and the Office of Human Resources Management to streamline processes for recruiting experts serving on sanctions monitoring panels established by the Security Council. For example, the Division recently initiated the practice of submitting to the Office of Human Resources Management, in advance of formal Committee endorsement, the personal histories of selected candidates so that the level of remuneration can be determined at an earlier stage in the recruitment process. That practice reduced recruitment time and the risk of an expert rejecting an offer after having been appointed in a letter of the Secretary-General.

(d) *Efficient and timely organization and staffing of Security Council missions to countries concerning matters of which the Council is seized.* During the reporting period, the Division facilitated the following six missions of the Security Council: the Sudan and Chad (4-10 June 2006) (S/2006/433); the Democratic Republic of Congo (10-12 June 2006) (S/2006/434); Afghanistan (11-16 November 2006) (S/2006/935); Kosovo (25-28 April 2007) (S/2007/256); Addis Ababa, Khartoum, Accra, Abidjan and Kinshasa (14-21 June 2007) (S/2007/421 and Corr.1); and Timor-Leste (24-30 November 2007) (S/2007/711). In addition, the Division facilitated five missions of subsidiary bodies of the Council, which followed rigorous timetables and involved sensitive discussions in the regions visited. A self-assessment by the Division found room for improvements, including the need for improved communications and technology for missions, and that the Council and its sanctions committee members should be sensitized to the importance of deciding on firm dates far enough in advance to allow time for completion of all paperwork and to keep costs down.

Subprogramme 4
Decolonization

3.5. *The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 16 remaining Non-Self-Governing Territories.* During 2006-2007, the Decolonization Unit provided support to the Special Committee on the Situation with regard to the implementation of the Declaration on the Granting of Independence to Colonial Countries and People, and to the General Assembly in making progress in the decolonization process pertaining to the 16 remaining Non-Self-Governing Territories. In carrying out those functions, the following lessons were learned: (i) the Special Committee's search for better cooperation with administering Powers has to be fully supported by the Committee and those Member States with an established and recognized interest in a given Non-Self-Governing Territory; (ii) the core resolution on Non-Self-Governing Territories can be made more action-oriented; (iii) seminar reports can be shortened and more focused; and (iv) the current United Nations website on decolonization can be further developed and redesigned to be more informative and user-friendly. The Unit also underwent several self-assessment exercises related to its core tasks, including an OIOS in-depth evaluation (see E/AC.51/2007/2/Add.3 and Corr.1).

Subprogramme 5
Question of Palestine

3.6 *Through the work of the Division for Palestinian Rights, the Committee on the Exercise of the Inalienable Rights of the Palestinian People will generate* *heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine.* The substantive and Secretariat work of the Division facilitated support from the international community for the objectives and programme of work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People, and sustained dialogue between relevant actors on all aspects of the question of Palestine. The work was evaluated positively by the Committee in its annual report to the General Assembly (A/62/35) and by the Assembly in its resolution 62/81, which recognized that the Division continues to make a useful and constructive contribution by assisting the Committee in the implementation of its mandate. Moreover, the programme of international meetings and conferences promoted efforts at achieving a peaceful settlement of the question of Palestine, recommended concrete actions and involved a broad spectrum of actors. The subprogramme continued its efforts in liaison and cooperation with civil society through various means, including the accreditation of new organizations. Nine organizations were accredited in 2006-2007, falling short of the target of 30. Furthermore, the Division continued its programme of publications. The United Nations Information System on the Question of Palestine became one of the most widely used resources on the Internet on the question of Palestine. The number of page views recorded in the biennium was 14 million. The Division maintained its annual training programme for the staff from the Palestinian Authority and organized an annual observance of the International Day of Solidarity with the Palestinian People.

Subprogramme 6
Office of the United Nations Special Coordinator for the Middle East Peace Process

3.7 (a) *Participants will re-engage in taking parallel steps towards a lasting peace.* Owing to a number of external constraints and political developments, there were few steps towards lasting peace, and violent conflicts and political stalemate made progress difficult. Efforts to encourage the formation of a Palestinian national unity Government and to promote political dialogue continued, as did efforts to promote compliance by the parties with existing commitments. The Israeli and Palestinian parties did increase contact at the working level. President Abbas and Prime Minister Olmert met on 23 December 2006 and agreed on a number of steps to build confidence. There were no negotiations between Israel and the Syrian Arab Republic or with Lebanon, although the United Nations continued to encourage dialogue and a resumption of negotiations.

(b) *Mobilization of resources for improving the socio-economic conditions of the Palestinian people.* Despite the fact that donor confidence was negatively affected by the emergence of a Hamas-led Government and the lack of progress in implementation of the Agreement on Movement and Access, donor financing for the Palestinian people in 2006 ($1.2 billion) increased by approximately 10 per cent from 2005. However, given the aforementioned developments mentioned, it was not possible to reach the target of $1.7 billion and it appeared unlikely that such a target would be reached in 2007, as circumstances had not changed drastically. Donor reaction to Hamas governance institutions manifested itself primarily in a retrenchment of donor resources from development-oriented programmes as well as direct budget support. Alternative means of budget support were devised and the remaining resources were targeted at humanitarian objectives. Those developments negatively affected the functioning of coordination mechanisms and the lack of development-oriented programmes would most likely outlast any Hamas-led Government.

(c) *Coordinated response to the humanitarian needs of the Palestinian people*. Throughout 2006, the United Nations executed a total of seven joint programmes under the Human Security Trust Fund. A total of 11 joint programmes were designed and included in the consolidated appeals process for 2007. Furthermore, the United Nations also developed joint programmes with civil society and thus was moving towards enhancing the coordinated response to the humanitarian needs of the Palestinian people. Enhancing the coordinated response to humanitarian suffering could be further improved by enhancing the needs assessment phase of the consolidated appeals process preparation, as well as by carrying out joint needs assessments to identify areas where joint actions would help improve aid effectiveness.

Section 4
Disarmament

Highlights of programme results

During the reporting biennium, signatory and ratifying States adopted the Final Declaration and Measures to Promote the Entry into Force of the Comprehensive Nuclear-Test-Ban Treaty. The Plan of Action to Promote the Universality of the Convention on Certain Conventional Weapons was adopted, and a sponsorship programme supporting its implementation established. The Implementation Support Unit for the States parties to the Biological Weapons Convention was established, which will contribute more effectively to efforts to strengthen the Convention.

The adoption of resolution 61/89, by which the General Assembly requests the Secretary-General to seek the views of Member States on the feasibility and scope of a comprehensive legally binding instrument establishing common international standards for the conventional arms trade, represents a key step towards a new framework in the conventional arms trade. On the basis of that resolution, the Office for Disarmament Affairs actively sought the views of Member States and received more than 100.

The programme also organized six workshops on the implementation of Security Council resolution 1540 (2004), which contributed to heightened awareness of the obligations and requirements contained in the resolution and helped facilitate assistance and cooperation to implement the resolution at the regional and national levels. In collaboration with the Department of Public Information, the availability of educational materials on disarmament, nuclear weapons and the illicit trade in small arms and light weapons on the United Nations website was enhanced.

The Regional Centre for Peace and Disarmament in Africa was revitalized, including through sustained fund-raising efforts and the successful conclusion of the work of the consultative mechanism on the reorganization of the Centre. The General Assembly, by its resolution 62/216, decided to establish three posts for the Centre and to fund its operating costs from the regular budget.

Finally, progress was also made in achieving gender balance in the Secretary-General's Advisory Board on Disarmament Matters, and the United Nations Programme of Fellowships on Disarmament increased the representation of women to 40 per cent.

Challenges, obstacles and unmet goals

Promoting the universalization of existing disarmament, non-proliferation and arms control instruments and strengthening their implementation continues to be a challenge for the Office for Disarmament Affairs. The Comprehensive Nuclear-Test-Ban Treaty, opened for signature in September 1996, has not yet entered into force, since key States have not yet ratified it. The success of all treaties and agreements ultimately depends on the political will of their parties.

Ensuring the viability of the regional centres is another challenge, as difficulties in securing sufficient funding to support the three centres resulted in the termination of some activities envisaged for the biennium.

In further promoting gender balance in the composition of Government expert groups on disarmament issues, the Office for Disarmament Affairs has not yet succeeded in convincing enough Governments to nominate women candidates for expert groups.

Output implementation rate

The above-cited results are based on the implementation of 63 per cent of 2,359 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 4)).

Executive direction and management

4.1 (a) *Programme of work is effectively managed and supported by staff and financial resources*. The Office for Disarmament Affairs achieved 99 per cent utilization of resources ($17,492,500) by the end of the biennium. The programme delivery rate reached 90.72 per cent, slightly below the established target of 96 per cent. The target was not reached owing to very short deadlines without prior notice. Vacancy rates were kept at 2.9 per cent, with an average selection time of 156 days, which is below the Secretariat average.

(b) *Identification of emerging issues that require attention by Member States*. Representatives of Member States met with the Under-Secretary-General/High Representative on 77 occasions (surpassing the established target of 55 meetings) to address issues brought to their attention, or to seek the collaboration of the Office for Disarmament Affairs in addressing those issues.

(c) *Enhanced policy coherence in the management of the disarmament activities of the United Nations*. During the biennium, a total of 88 joint activities, such as meetings, development of project proposals to support other departments, production of information materials and assistance to Governments in the implementation of disarmament agreements, were carried out, surpassing the established target of 48. That spike in activity was a result of the increasing number of requests to the Office for Disarmament Affairs from Governments, United Nations entities and civil society to collaborate in addressing disarmament issues. In addition, the Office has pursued a more coherent policy and coordinated approach to pooling resources in disarmament, arms control and non-proliferation.

Subprogramme 1
Multilateral negotiations on arms limitation, disarmament and non-proliferation

4.2 (a) *Enhanced quality of organizational and substantive services provided to the Conference on Disarmament and to the conferences and meetings of States parties to various multilateral agreements on arms limitation and disarmament, including non-proliferation in all its aspects.* Chairpersons of the Conference on Disarmament and Member States acknowledged on 22 occasions the high quality of services provided by the Geneva Branch and Conference on Disarmament secretariat, exceeding the target of 20 for the biennium 2006-2007. The analysis by the Geneva Branch of the practices of the Conference helped provide quality advice on the procedures to Member States and enhanced substantive services.

(b) *Enhanced assistance in the implementation of decisions, recommendations and programmes of action adopted by the conferences and meetings of States parties to various multilateral arms limitation and disarmament agreements.* The assistance provided by the Office for Disarmament Affairs was acknowledged by Member States 24 times, exceeding the target of 20. Member States' feedback indicates that the substantive and organizational services provided by the Branch for the implementation of various multilateral agreements were trusted and depended upon. Effective support to the implementation of the Convention on Biological Weapons has led to the decision by States parties to establish an Implementation Support Unit within the Geneva Branch of the Office for Disarmament Affairs.

(c) *Increased support for the United Nations Disarmament Fellowship, Training and Advisory Services Programme.* Increased support for the Programme was evidenced by a 60 per cent increase in the number of Programme participants. The percentage of Member States sponsoring the relevant General Assembly resolution also increased from 67 per cent (at the end of the last biennium) to 73 per cent. The Programme syllabus was updated to better reflect the contemporary challenges to arms control and disarmament. The increased number of alumni assuming disarmament-related positions and their participation in disarmament conferences also indicated the positive effect of the Programme.

(d) *Improved gender balance in applications for the United Nations Disarmament Fellowship, Training and Advisory Services Programme.* The steady increase of female candidates applying to the United Nations disarmament fellowship, training and advisory services programme indicated progress towards obtaining adequate gender balance. For 2006-2007, female participants in the Programme constituted 40 per cent of the total, exceeding the established target of 30 per cent. That improvement was achieved by emphasizing gender mainstreaming in the Secretary-General's report on the implementation of the Programme and by working with Member States.

Subprogramme 2
Weapons of mass destruction

4.3 (a) *Enhanced process of deliberations, negotiations and consensus-building on disarmament issues, including non-proliferation in all its aspects, relating to weapons of mass destruction, in particular nuclear weapons, as well as their delivery systems, by Member States and States parties and other interested States* *requesting assistance*. The subprogramme's support to the various intergovernmental processes was complimented by Member States. A total of 37 expressions of satisfaction were recorded, exceeding the established target of 23. In addition, the Weapons of Mass Destruction Branch organized six outreach seminars to promote the implementation of Security Council resolution 1540 (2004). Those activities raised awareness of the obligations under the resolution, facilitated the sharing of national experiences and promoted assistance and cooperation at the national and regional levels as well as with international, regional and non-governmental organizations. It was also recognized during those seminars that various regions and subregions faced different implementation challenges, including capacity-building and assistance.

(b) *Enhanced use by Member States of information on issues relating to weapons of mass destruction, in particular nuclear weapons, including new trends and developments, as well as on the potential threat of use of weapons of mass destruction and related materials in terrorist acts*. The average number of visits to the Branch website remained steady at about 24,000 per month for 2006, while in 2007, some variance was experienced. At the end of the biennium, the average number of visits per page and month was 19,200, below the established target of 25,000. However, given the latest launch, on 19 December 2007, of the revamped website of the Security Council Committee established pursuant to resolution 1540 (2004) to oversee its implementation, increased use of the information on those web pages in 2008 is anticipated. The total number of requests for briefings on weapons of mass destruction issues and United Nations efforts in nuclear disarmament and non-proliferation reached 18, almost double the number in the last biennium (10). In that regard, a self-evaluation exercise was conducted that pointed to the need to improve the methodology for defining, collecting and recording Member States' requests for information on weapons of mass destruction.

(c) *Greater awareness by Member States of the need for gender mainstreaming in the substance and activities of the subprogramme*. The Weapons of Mass Destruction Branch organized six outreach seminars in Accra, Beijing, Kingston, Amman, Gaborone and Lima, with a total of 361 participants. Women accounted for 25 per cent (91) of all participants, exceeding the target of 10 per cent. The Branch also set specific criteria for the selection of consultants to assist the work of a panel of governmental experts to ensure that the gender perspective was adequately considered.

Subprogramme 3
Conventional arms (including practical disarmament measures)

4.4 (a) *Increased international action to prevent, combat and eradicate the illicit trade in small arms and light weapons*. While the Review Conference of the Programme of Action on Small Arms and its Preparatory Committee, held in 2006, did not yield concrete results, Member States continued to take varied initiatives to combat the illicit trade in small arms and light weapons. A total of 529 of such actions took place at the global, regional and national levels during the biennium 2006-2007, slightly below the established target of 580, but still an improvement of 10 per cent compared to the last biennium.

(b) *High level of participation by Member States in United Nations instruments on confidence-building measures in military and security matters and* *further development of the scope of such instruments.* The Office for Disarmament Affairs carried out various activities to promote participation in the two arms transparency instruments, including a regional workshop in Southeast Asia in December 2006, the publication of booklets, briefings to regional organizations and increased interaction with national focal points. The level of participation in the United Nations Register of Conventional Arms fell slightly to 114 States, or 59.4 per cent; for the United Nations standardized instrument for reporting military expenditures, the average number of participating States for the biennium was 80.5, or 42.2 per cent. However, there were positive developments; for example, China, a major weapons exporters that has a large military, returned to the Register after 10 years of absence and participated in the standardized instrument for the first time.

(c) *Enhanced international dialogue, common understanding and consensus-building on conventional disarmament issues.* The efforts of the Office for Disarmament Affairs to facilitate international dialogue and build consensus focused on refining the definition of brokering and recommendations on combating illicit brokering in small arms and light weapons. In addition, the General Assembly adopted its resolution 61/89, in which it requested the Secretary-General to seek the views of Member States on the feasibility, scope and draft parameters for a comprehensive, legally binding instrument establishing international standards in that area. Adoption of that recommendation fell short of the target of securing three recommendations and/or agreements for the biennium. However, the Secretary-General received a record number of replies from Member States (101) to the resolution, indicating the unprecedented interest of the international community in the subject.

(d) *Greater awareness by Member States of the need for gender mainstreaming in the substance and activities of the subprogramme.* Of 1,834 participants in 9 events organized by the Branch, 347 (18.9 per cent) were women. While the percentage of female participation in the meetings exceeded the target (18 per cent) during the reporting period, the Office for Disarmament Affairs maintained its efforts to increase the number of women in expert group meetings and conferences.

Subprogramme 4
Monitoring, database and information

4.5 (a) *Increased utilization of information materials of the Department.* The Office for Disarmament Affairs used a variety of new methods to stimulate responses, such as distribution and collection of materials to delegations and non-governmental organizations participating in meetings and posting of surveys online. As a result, feedback on the *United Nations Disarmament Yearbook* from 36 sources was received, surpassing the target of 30, a return of approximately 18 per cent. The number of requests for briefings fell slightly from the level of the last biennium to 70. Average page views per month grew to 10,000, with databases being the most frequently visited web pages.

(b) *Implementation of the recommendations of the 2002 United Nations study on disarmament and non-proliferation education.* In implementing the recommendation of the 2002 United Nations study on disarmament and non-proliferation education, the Office for Disarmament Affairs completed several initiatives, in collaboration with the Department of Public Information, Member

States, international governmental organizations and non-governmental organizations, during the biennium. They include a new educational feature on the United Nations Cyberschoolbus for teachers and students on two subjects (nuclear disarmament and the illicit trade in small arms and light weapons), a live online chat with a survivor of the Hiroshima bombing, a compact disc containing interviews with Nobel Peace Prize laureates honoured for their achievements in disarmament and a series of film screenings on nuclear and outer space issues held in the First Committee during the sixty-second session of the General Assembly. As a result of those initiatives, awareness of certain personal, political and historical aspects of disarmament and nuclear non-proliferation has increased.

(c) *Incorporation of gender perspectives in multilateral disarmament issues.* The Advisory Board on Disarmament Matters comprised 17 members in 2006 and 2007, 6 of whom were women (34 per cent of the total). The Office for Disarmament Affairs devoted efforts to ensure women's participation in groups of experts as well as panel discussions sponsored by the Office.

(d) *Better preparedness of States to undertake multilateral deliberations and negotiations in the field of disarmament.* The Office for Disarmament Affairs continued to adapt to the increasing use of the Internet, and initiated e-mail alerts to delegations on news and publications about events. Thirty-seven e-mail communications were sent out, doubling the level of the last biennium. Other means of e-communications were also considered by the Branch but not undertaken given resources and technologies required, and the nature of the information being disseminated.

Subprogramme 5
Regional disarmament

4.6 (a) *Increased opportunities for regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament and international security issues.* During the biennium, the signing of the Host Country Agreement and Memorandum of Understanding between the United Nations and the Government of Nepal paved the way for the physical relocation of the Regional Centre for Peace and Disarmament in Asia and the Pacific to Kathmandu in accordance with General Assembly resolution 62/52. In addition, the Office for Disarmament Affairs took a number of measures which led to the revitalization of the Regional Centre for Peace and Disarmament in Africa. The activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa were also revitalized. A new approach to project management was developed to create "global projects", whereby each regional centre would organize workshops/conferences addressing the same overarching disarmament topic. A total of 169 activities were implemented by all regional centres, exceeding the target of 128.

(b) *Greater cooperation among national, regional and subregional entities within each region and subregion in the areas of disarmament and international security.* During 2006-2007, the Office for Disarmament Affairs took full account of inputs from Member States and regional organizations on the various debates addressing the strengthening of United Nations cooperation with regional arrangements. As a result, activities jointly organized by the Regional Disarmament Branch and regional organizations increased to 75 in the biennium, 11 per cent above the targeted level. A total of 337 regional and subregional entities participated in the events on disarmament and non-proliferation organized by the Office. In view of the progress made in capacity-building, the Office expects assistance requests to be replaced by interregional cooperation in the future.

(c) *Greater awareness of the need to mainstream a gender perspective into disarmament-related undertakings at the regional and subregional levels.* During the biennium, the Office for Disarmament Affairs continued to promote gender mainstreaming in all its activities. The guidelines for gender mainstreaming for the effective implementation of the United Nations Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects were developed and distributed. Eighteen projects in the programme mainstreamed the gender perspective, below the established target of 26 for the biennium.

Section 5
Peacekeeping operations

Highlights of programme results

The restructuring of the Department of Peacekeeping Operations was implemented, effective 1 July 2007, with the establishment of the new Department of Field Support from within the same programme.

During the biennium, both Departments have been extensively engaged in planning, equipping and meeting deployment schedules mainly for two new peacekeeping operations established by the Security Council (UNAMID and MINURCAT) and the establishment of special political missions in Burundi (United Nations Integrated Office in Burundi (BINUB)) and in Sierra Leone (United Nations Integrated Office in Sierra Leone (UNIOSIL)). In addition, the Departments were engaged in the expansion of the mandate of the United Nations Interim Force in Lebanon (UNIFIL) and the establishment of the United Nations Integrated Mission in Timor-Leste (UNMIT).

The Departments developed logistical support concepts and plans and deployed personnel and material to the new peacekeeping operations, developed mission review guidelines and facilitated rapid deployment of material through the increased functionality of the strategic deployment stocks.

The restructuring of the Field Personnel Division within the Department of Field Support and additional human resources management delegations of authority from the Department of Management to the Department of Field Support were designed to streamline and focus day-to-day operational, policy, quality assurance, recruitment and staff development support to field missions.

The Military Division has benefited from an ad hoc evaluation of peacekeeping missions to ensure that the military components are configured in the best possible way. The target reduction in the time required for the initial deployment of United Nations police was achieved for the biennium. The Mine Action Service continued to take the lead in the implementation of mine action projects leading to the reduction of the threat posed by mines and unexploded ordnance in several countries.

Challenges, obstacles and unmet goals

The establishment of UNAMID in Darfur and MINURCAT in Chad-Central African Republic are two unique and complex operations which needed to be deployed almost to the centre of Africa, over extended supply lines and across inhospitable terrain. The operations are especially challenging, as both call for intensive collaboration with partner organizations. Considerable time, attention and refinement are required to build effective and complementary partnerships to successfully meet those challenges. The programme faces exacting challenges, as the Departments strive to restructure peacekeeping while maintaining the fast-tempo activities required to deploy and sustain 20 mandated operations. Lessons learned will serve to refine the restructuring of the Departments and business processes will also be reviewed and improved as part of efforts to further professionalize and strengthen the management of and support to United Nations peacekeeping operations.

Output implementation rate

The above-cited results are based on the implementation of 100 per cent of 263 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 5)).

Executive direction and management

5.1 (a) *Programme of work is effectively managed and supported by staff and financial resources*. The biennium 2006-2007 vividly demonstrated the successes and challenges inherent to United Nations peacekeeping. Momentous democratic transitions in a number of countries hosting United Nations peacekeeping operations occurred in 2006. In the Democratic Republic of the Congo, elections took place leading to the installation, after 40 years, of a democratically elected President. Haiti and Liberia also saw remarkable peaceful transitions to democratic rule, the restoration of the rule of law and the swearing-in of new democratically elected leaders. In Lebanon, the rapid reinforcement of UNIFIL in 2006 demonstrated what can be accomplished where there is political will and the engagement of the international community. Considerable progress was noted in the continuing role of the United Nations in helping to consolidate a fragile peace in Timor-Leste, Burundi, Sierra Leone, Liberia and Haiti.

(b) *Development of a coherent framework to facilitate gender mainstreaming in all functional areas of peacekeeping*. The senior management of the Department of Peacekeeping Operations adopted a comprehensive policy on gender equality in peacekeeping operations in November 2006, which has been disseminated to all peacekeeping missions. Gender training modules for senior specialist and generic levels have been developed to facilitate greater understanding and awareness of gender issues among different categories of peacekeeping personnel. A number of operational guidelines have been developed to support gender mainstreaming activities in the areas of political affairs, elections and policing. Efforts to support increased recruitment and deployment of women to peacekeeping missions have been initiated through enhanced policy discussions with Member States and through support for civilian recruitment activities. An electronic medium to facilitate knowledge-sharing and good practices on gender and peacekeeping has been established.

Subprogramme 1
Operations

5.2 (a) *Provision of timely, informed advice and recommendations on issues related to peacekeeping to the General Assembly, the Security Council, other intergovernmental bodies and troop-contributing countries and other contributing countries*. During the biennium 2006-2007, the Security Council adopted 12 recommendations with regard to establishing potential, or making significant adjustments to existing, peacekeeping operations. They include the expansion of the UNIFIL mandate, the establishment of UNMIT and modifications to that mandate, and the establishment of UNAMID, MINURCAT and the special political mission in Burundi (BINUB). During the reporting period, significant adjustments were also made to the mandates of the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC), the United Nations Mission in Ethiopia and Eritrea (UNMEE), the United Nations Mission in Liberia (UNMIL), the United Nations Operation in Côte d'Ivoire (UNOCI) and the United Nations Mission in the Sudan (UNMIS), following recommendations by the Office of Operations in the Department of Peacekeeping Operations.

(b) *Effective and efficient direction and support for peacekeeping operations*. In 2006-2007, MINUSTAH and UNMIL continued to formulate mandate-specific implementation plans. The other missions (UNMIS, UNOCI, MONUC, UNMEE, the United Nations Mission for the Referendum in Western Sahara, the United Nations Operation in Burundi, the United Nations Assistance Mission in Afghanistan, the United Nations Peacekeeping Force in Cyprus and the United Nations Interim Administration Mission in Kosovo) have developed plans in accordance with strategic guidance. The development of mandate-specific implementation plans has provided greater strategic focus to the mandates of peacekeeping operations as well as to the distribution of tasks between the United Nations and its partners. Apart from the implementation of the integrated mission planning process, there is a need to link the process with the budgetary (results-based budgeting) process in order to take into account the resource constraints that are imposed on peacekeeping by Member States.

Subprogramme 2
Mission support

5.3 (a) *Reduction of the time required to plan, rapidly deploy and establish peacekeeping and other operations in response to Security Council mandates*. During the biennium, logistical support concepts and plans were developed to deploy personnel and materiel to the new peacekeeping operations in Timor-Leste, Darfur, Chad and the Central African Republic, and support was given to the expansion of ongoing operations in UNMIL, UNIFIL, MONUC and UNMIS. The Department of Field Support coordinated the safe and effective movement of personnel and their equipment and support items to, from and within field missions. The Department developed mission budget review guidelines and facilitated rapid deployment of materiel through the increased functionality of strategic deployment stocks. Accounting guidelines for strategic deployment stocks operations were implemented, a fly-away kit exercise was conducted at the United Nations Logistics Base at Brindisi, Italy, and the materiel resourcing plan was implemented as the primary document for planning the equipment requirements for a new or expanding mission.

(b) *Increased efficiency and effectiveness of peace operations.* The restructuring of the Field Personnel Division and additional human resources management delegations of authority from the Department of Management to the Department of Field Support were designed to streamline and focus day-to-day operational, policy, quality assurance, recruitment and staff development support to field missions. The Field Personnel Division and the Field Budget and Finance Division have been restructured to facilitate interdepartmental and inter-mission coordination and synergies. The time frame of contingent-owned equipment claims certification has been further reduced to a three-month cycle through better workload planning and improved coordination/communication with mission contingent-owned equipment inspection teams. Briefings were conducted for the delegations of 10 troop-contributing countries in order to improve the level of understanding of contingent-owned equipment policies. Seven coordination meetings were held within the Department of Peacekeeping Operations to prepare for the 2008 Working Group on Contingent-Owned Equipment. Following consultations with Chief Finance Officers from field missions, improvements were recommended to the Liquidation Manual, which is expected to have a positive impact on the liquidation process.

Subprogramme 3
Military

5.4 (a) *Reduction of the time required to plan, rapidly deploy and establish the military component of peacekeeping operations in response to Security Council mandates.* Although the planning process continues to be a challenge, in general, there has been some progress in the reduction of time to deploy contingents. Efforts to involve troop-contributing countries early on during the planning stages is bearing fruit, as military advisers of those countries can now anticipate the needs of the peacekeeping operation and start briefing the planning staff in their capitals. Another problem area that was seen during the reporting period concerns cases where one troop-contributing country provides assistance on a bilateral basis to another, for example, Belgium assisting Benin to deploy in MONUC. That creates additional challenges, such as training contingents of one troop-contributing country to operate the equipment of another and the necessary guarantee that such training will continue so that the contingents that are rotated in are already familiar with the equipment on the ground.

(b) *Increased efficiency and effectiveness of the military components of peacekeeping operations.* The Military Division has benefited from an ad hoc evaluation of peacekeeping missions to ensure that the military components are configured in the best possible way and their interaction with other components of the peacekeeping mission is optimal. Continued coordination efforts with peacekeeping partners have borne fruit with the European Union assistance in the Democratic Republic of the Congo during the elections and the rapid deployment of military contingents from European countries in UNIFIL. The ad hoc evaluation of peacekeeping missions does not allow for follow-up evaluations, which would ensure that recommendations are implemented and that lessons learned are systematically disseminated. The request of the Military Division for a dedicated post in the support account budget for the 2007/08 fiscal year has not been approved. Instead, the evaluation function has been transferred to the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations.

Subprogramme 4
Civilian police

5.5 **(a)** *Reduction of the time required to plan, rapidly deploy and establish police components of peacekeeping operations in response to Security Council mandates.* The Departments achieved target reductions in the time required for the initial deployment of police from 90 days in 2003/04 to 45 days in 2004/05, and to 30 days in 2006/07 after the adoption of the Security Council mandate. In order to strengthen police rapid deployment capacity, the Department of Peacekeeping Operations proposed to the General Assembly the establishment of a standing police capacity (revised departmental work plan 2005). In July 2007, the standing police capacity was directed by the Under-Secretary-General for Peacekeeping Operations to take the lead on the police planning for MINURCAT and, accordingly, a standing police capacity team was deployed to the Mission in October 2007 to start its first operation. A similar arrangement may be necessary to reduce the time required to deploy formed police units. For that, the Department of Peacekeeping Operations is engaging Member States to assist and support police-contributing countries in areas of logistics and training for formed police units.

(b) *Increased efficiency and effectiveness of the police components of peacekeeping operations.* During the reporting period, the policy on census and identification of law enforcement officials was endorsed by the Department of Peacekeeping Operations and sent to field missions for implementation. Department of Peacekeeping Operations/Police Division desk officers and the Office of the Police Adviser conducted visits to 14 field missions. Predeployment inductions and post-appointment briefings were conducted for senior police officials in 10 peacekeeping missions. The policy on quality assurance standard operating procedures for United Nations police components in field operations was developed and adopted. Directives for United Nations Police Commissioners were updated for 16 peacekeeping missions and 2 special political missions. Selection assistance team visits and selection of formed police units visits were conducted to police-contributing countries to assess 5,054 police officers. Reports were provided to police-contributing countries on 25 visits, with recommendations for enhancing selection, recruitment and training capacity.

Subprogramme 5
Mine action coordination

5.6 **(a)** *Increased efficiency and effectiveness of mine action operations.* The United Nations Inter-Agency Mine Action Strategy: 2006-2010 was agreed upon, with four strategic objectives aimed at a world free from the threat of mines and explosive remnants of war. The total number of victims has fallen in UNIFIL, UNMIS and the United Nations Mission in Nepal. Transition plans for the devolution of United Nations responsibilities have been drafted or approved in UNIFIL and UNMIS. Assessments of Nepal and Somalia led to the development of cogent plans for United Nations assistance, including capacity development for eventual handover. However, reliable victim surveillance systems still do not exist in MONUC to determine victim rates.

(b) *Reduction of the time required to plan, rapidly deploy and establish peacekeeping and mine action operations in response to Security Council mandates.* The United Nations Framework for Mine Action Planning and Rapid Response was implemented in Guinea-Bissau and Lebanon. A fact-finding mission was deployed to Guinea-Bissau from the headquarters of the United Nations Mine Action Service within three days after cessation of hostilities. The Lebanon rapid response mechanism had assets on the ground days after the cessation of hostilities and was reinforced within 14 days. Coordination mechanisms were reinforced prior to cessation of hostilities. The mine action response in Lebanon has been nominated for a UN 21 Award. The response in Guinea-Bissau in terms of deployment of clearance assets was slowed by the lack of resources through United Nations mechanisms (Central Emergency Response Fund grant) and the lack of donor interest.

(c) *Improved coordination of the United Nations response to the threats posed by landmines and explosive remnants of war through strategic guidance, advocacy and resources mobilization.* Strategy tracking among the Inter-Agency Coordination Group on Mine Action, including definable indicators for all gross indicators, was developed and disseminated. Resource mobilization through the Voluntary Trust Fund was achieved at a record pace and a resource working group to ensure distribution of resources among United Nations agencies based on priorities was established. In several cases, baseline indicators for the strategy require reinforcement or additional resources.

Peacekeeping missions

United Nations Truce Supervision Organization

5.7 *The Security Council is informed in a timely manner of non-compliance with its resolutions.* The United Nations Truce Supervision Organization (UNTSO) continued to report directly to United Nations Headquarters and, through UNIFIL and the United Nations Disengagement Observer Force (UNDOF), on the situation in the area of responsibility. During the reporting period, all reports were submitted in a timely manner. The devolution of control of Observer Group Lebanon and Observer Group Golan to UNIFIL and UNDOF, respectively, under the operational control of those organizations, made UNTSO reporting unique. UNTSO significantly contributed to the reporting output of UNIFIL and UNDOF and therefore a portion of its accomplishments include those contributions. In addition, UNTSO provided daily liaison and interaction in Egypt through Observer Group Egypt, in Lebanon through the United Nations Liaison Office in Beirut and in the Syrian Arab Republic through Observer Detachment Damascus.

United Nations Military Observer Group in India and Pakistan

5.8 (a) *The presence of United Nations military observers in established UNMOGIP field stations on both sides of the line of control to monitor ceasefire violations.* The maintenance of the ceasefire in Jammu and Kashmir and information on developments in the region were the subjects of 730 daily, 104 weekly and 24 monthly reports.

(b) *Effective, efficient patrolling, inspecting and investigation of ceasefire violations.* Field tasks (investigations, road reconnaissance, observation posts, field visits and receipt of petitions) were conducted according to the standard operating procedures.

Section 6
Peaceful uses of outer space

Highlights of programme results

Activities for raising awareness and building capacity in space law and policy among decision makers and programme managers in governmental agencies, national legislative bodies and licensing authorities, in both space-faring and non-space-faring States, resulted in an enhanced understanding of the legal regime that governs outer space activities. Consequently, 11 additional States ratified the five United Nations treaties on outer space. Further implementation of the recommendations of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE III) resulted in the establishment of the United Nations Platform for Space-based Information for Disaster Management and Emergency Response and the International Committee on Global Navigation Satellite Systems (see resolution 61/110). One thousand, four hundred participants from developing countries attended capacity-building events, facilitating their enhanced knowledge of the space solutions for achieving sustainable development. Strong partnerships were built with over 50 governmental and non-governmental entities and space agencies.

Challenges, obstacles and unmet goals

Owing to limited financial resources, the programme was not able to meet increasing demand for advisory services regarding space law and policy. Difficulties in concluding exchanges of letters/host country agreements prior to organizing an event away from United Nations duty stations also posed a challenge for the successful delivery of requested assistance.

Output implementation rate

The above-cited results are based on the implementation of 99 per cent of 385 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 6)).

Programme accomplishments

6. (a) *Greater adherence by the international community to the international legal regime established by the United Nations to govern outer space activities.* Capacity-building and awareness-raising activities in international space law resulted in the following ratifications: Luxembourg ratified the Outer Space Treaty; Turkey ratified the Rescue Agreement; Algeria, Turkey and Slovakia ratified the Liability Convention; Brazil, Lebanon and Algeria ratified the Registration Convention; Lebanon ratified the Moon Agreement; and Montenegro provided notification of its continued participation in the Liability Convention and the

Registration Convention. Those actions bring the total number of ratifications and declarations by Governments and international organizations to 346, thus surpassing the target of 336. In addition, over 200 Government officials, decision makers from space-related institutions and educators have built capacity in space law and policy.

(b) *Increased support for developing countries in using space applications in the priority areas of sustainable development, as identified by the World Summit on Sustainable Development.* To enhance support to developing countries in using space applications, the subprogramme intensified efforts in implementing the recommendations of UNISPACE III, thus resulting in the establishment of the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (see General Assembly resolution 61/110), which provides universal access to all types of space-based information and services related to disaster management, and the International Committee on Global Navigation Satellite Systems (see resolution 61/111), which promotes cooperation on matters related to civil satellite-based positioning, navigation, timing and value-added services. The Office for Outer Space Affairs also secured partnerships with 50 governmental and non-governmental entities, space agencies and other space-related institutions through its capacity-building efforts. Nineteen activities to promote international cooperation and build capacity in the use of space science and technology enhanced the capacity of 1,443 participants from developing countries representing four different regions. Moreover, considering the focus on climate change in 2007, the subprogramme recognized the need for a more systematic strategy to focus on climate change in the forthcoming biennium, with the aim of promoting the use of space technology and applications in the assessment of issues related to climate change and its effect on the Earth.

(c) *Strengthening of mechanisms within more countries to coordinate their space-related policy matters and space activities.* The subprogramme's efforts to provide multidisciplinary support to Member States in strengthening national coordination in space-related policy issues and activities had positive results. Two Member States established national coordination mechanisms: in 2006 Colombia established a Space Commission (Comisión Colombiana del Espacio) and in 2007 the Bolivarian Republic of Venezuela established its Space Agency (Agencia Bolivariana para Actividades Espaciales). In addition, Ecuador established a Pro-tempore Secretariat to implement the plan of action of the Fifth Conference of the Americas of July 2006, which aims at optimizing coordination at the regional level related to the use of space applications in areas of mutual interest to the countries in the Latin America and Caribbean region.

Section 8
Legal affairs

Highlights of programme results

The Office of Legal Affairs continued to provide legal advice to the principal organs on matters concerning international peace and security, transitional justice and human rights. For example, it provided advice on the establishment of complex and multidimensional peacekeeping operations and advice and support to the work of United Nations and United Nations-assisted international criminal tribunals. The Office also engaged in establishing the Special Tribunal for Lebanon. It minimized the legal liabilities of the Organization, including by reducing claims of $13.3 million to approximately $2.8 million. It achieved progress in formulating legal instruments by providing support to relevant bodies, including the International Law Commission. There was an overall increase in States parties to the United Nations Convention on the Law of the Sea and its implementing agreements, leading to a higher degree of uniformity and consistency in the application of the instruments. Two new major texts of the United Nations Commission on International Trade Law were issued, 86 additional judicial and arbitral decisions were made based on UNCITRAL texts and 42 additional treaty actions and national enactments of UNCITRAL texts were reported. Ninety-four States, undertaking 167 treaty actions, participated in two annual treaty events, with themes relating to international migration and development, and universal participation in treaties and their implementation by States.

Challenges, obstacles and unmet goals

The activities of the Office of Legal Affairs depend to a considerable extent upon the needs of its clients. That means that the priorities of the Office are largely determined by factors that are not under its control. Thus, increased demand for legal advice, as a consequence of one or more unforeseen factors, could strain the resources of the Office and affect its ability to provide advice in a timely manner. Achievement of the objectives is subject to adequate resources being available.

Output implementation rate

The above-cited results are based on the implementation of 86 per cent of 2,239 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 8)).

Subprogramme 1

Overall direction, management and coordination of legal advice and services to the United Nations as a whole

8.1 *Provision of qualitative and timely legal advice, thus facilitating the functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime.* Despite steadily increasing demand, the Office of Legal Affairs continued to provide timely responses to requests for advice on a broad range of issues, prioritizing matters according to importance and urgency. More than 5,000 requests for advice were received and most of them were responded to within the target of four to five days. There were no challenges to the accuracy or clarity of legal opinions provided by the Office. During the biennium, the Office facilitated the work of the principal and subsidiary organs, and provided complex and sensitive advice to the Security Council and various Secretariat units on matters concerning international peace and security, transitional justice and human rights. Moreover, it provided advice with respect to the establishment of complex and multidimensional peacekeeping operations, including UNMIS, UNMIT and UNIFIL II, and with respect to the winding-up of the United Nations Mission in Kosovo. It also provided day-to-day legal advice to the Department of Peacekeeping Operations and the Department of Political Affairs with respect to ongoing peace operations. Furthermore, the Office of Legal Affairs has been actively engaged in the establishment of the Special Tribunal for Lebanon and continued to provide advice to the Ad Hoc Tribunals, the Special Court for Sierra Leone and the Khmer Rouge Tribunal. It also provided advice with respect to the possible establishment of a Truth and Reconciliation Commission and a Special Tribunal for Burundi and on the implementation of the Relationship Agreement between the United Nations and the International Criminal Court. In addition, the Office continued to promote and protect the privileges and immunities of the Organization and its staff, and facilitated the conclusion of over 100 agreements in respect of United Nations conferences and workshops, as well as agreements for the work of UNDP, the United Nations Children's Fund and the United Nations Population Fund within agreed timelines.

Subprogramme 2

General legal services provided to United Nations organs and programmes

8.2 (a) *Maximization of the protection of the legal interests of the Organization and minimization of the number of disputes and other legal difficulties.* During the biennium, the Office of Legal Affairs ensured that the privileges and immunities of the Organization and of its property, assets and staff were fully maintained. In all legal proceedings in which the United Nations or its staff were involved and immunity had been asserted, the Office successfully ensured that the Organization's immunity from legal process was maintained. As to the hundreds of contracts and other commercial agreements that the Office was requested to prepare or to review regarding the Organization's operational activities, the Office ensured that all such contracts and agreements maintained the Organization's privileges and immunities. In addition, in developing or improving contractual arrangements for the banking and related financial activities of the United Nations and the United Nations Joint Staff Pension Fund (such as with respect to custody arrangements for funds and assets), the Office successfully ensured that all such banking and financial services were based on contracts that fully maintained the privileges, immunities, protections and exemptions to which the Organization's assets are entitled. The Office also provided assistance in ensuring that the establishment and operation of the Procurement Task Force, as well as any investigations and prosecutorial actions taken in connection with instances of alleged procurement fraud, were all consistent with the status, privileges and immunities of the Organization. Moreover, during 2006-2007, there was a reduction in the number of instances in which the legal rights of the Organization were not protected. In the 312 cases in which legal services were rendered by the Office, liability of the Organization was determined and resolved in 73 cases, against the target of 100 cases. Lastly, the Office of Legal Affairs maximized the protection of the Organization's legal rights and minimized its legal liabilities. The Office minimized costly disputes arising out of the commercial arrangements entered into by the Organization (of which procurement activities alone amount to over $2 billion annually).

(b) *Minimization of the legal liabilities of the Organization.* The Office of Legal Affairs provided assistance in reducing the actual liability of the Organization in successful claims against it by 78 per cent, resolving total claims of $13.3 million for just over $2.8 million (meaning that the Organization's actual liability for claims arising out of its activities was less than 22 per cent of the amount originally claimed by the various claimants). In addition, it provided assistance in saving the Organization significant resources in costs and fees associated with claims by reaching early amicable resolutions of claims without the need to proceed to arbitration. The Office also provided assistance to the Organization in recovering more than $850,000 in legal claims or overpayments during the biennium. Finally, in more than two thirds of appeals brought under the statute of the Administrative Tribunal, the Office successfully defended the substantive position of the Secretary-General concerning the terms and conditions governing the appointments and contracts of staff.

Subprogramme 3
Progressive development and codification of international law

8.3 (a) *Progress in the formulation of legal instruments.* The Office of Legal Affairs conducted research and prepared documentation for the International Law Commission and its special rapporteurs on 12 topics, and supported the work of five ad hoc committees, including the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization. Progress was achieved on a third of the total instruments under preparation, with an important number of instruments completed during the biennium on diplomatic protection, unilateral acts of States and allocation of loss. Several other instruments were in an advanced state of preparation by the end of 2007, including draft articles on the law of transboundary aquifers, draft articles on the responsibility of international organizations and draft guidelines on reservations to treaties. Considerable progress was achieved towards the conclusion of a comprehensive convention against international terrorism.

(b) *Wider appreciation and understanding of international law.* During 2006-2007, the Office of Legal Affairs organized two international law seminars and two international law fellowship programmes, with a total of 77 participants from developing countries and economies in transition. The demand for international law training in developing countries has been increasing and during 2006-2007, there were around 600 applications for 38 positions in the International Law Fellowship

Programme in The Hague, although limited resources and the weak United States dollar meant that the total number of fellows accepted was less than the 48 accepted during 2004-2005. Moreover, the Office was revitalizing the Audiovisual Library of International Law via the Internet to provide additional international law training and has endeavoured to meet the increasing demand for the dissemination of international law materials by updating seven websites and creating four new ones. It has also reduced the publication time of its legal publications from up to five years to less than six months, thereby increasing the timeliness and relevance of its legal publications.

Subprogramme 4
Law of the sea and ocean affairs

8.4 (a) *Improved uniformity and consistency in the application of the Convention and the agreements.* The Office of Legal Affairs contributed to improved uniformity and consistency in the application of the Convention on the Law of the Sea and the related agreements by providing more efficient assistance to the meetings of the United Nations and the Convention bodies concerned with the implementation of those instruments and by issuing comprehensive reports and other publications. As a result, the number of States parties to the Convention and the agreements increased from 321 in 2005 to 353 in 2007. There was also an increase in the number of States participating in the meetings of the Informal Consultative Process, from 90 in 2005 to 104 in 2007. The achievements as measured by both indicators exceeded the target levels for the biennium.

(b) *Increased opportunities for States to derive benefits from the seas and oceans in conformity with the United Nations Convention on the Law of the Sea.* The Office of Legal Affairs assisted the Commission on the Limits of the Continental Shelf by providing geographic information system support and laboratories, software packages and other legal and logistical assistance needed to examine submissions made by States to assert sovereign rights over their extended continental shelf and natural resources located therein. The Office delivered training courses and other capacity-building activities to States on the continental shelf, on the preparation of submissions to the Commission on the Limits of the Continental Shelf, on marine protected areas and on ecosystem approaches to oceans. By the end of 2007, it had delivered a total of six training courses to 225 participants from 52 States (an increase from the 3 courses that had been delivered to 117 participants from 38 States by the end of 2005). The total number of submissions to the Commission grew from two in the last biennium to nine in 2006-2007. A further 48 States communicated their intention to make a submission to the Commission. The Office also provided two research fellowships through the Hamilton Shirley Amerasinghe Fellowship and participants from 19 States benefited from 21 other fellowships offered through the United Nations.

(c) *Increased cooperation of intergovernmental organizations in the work of the United Nations Open-Ended Informal Consultative Process on Oceans and the Law of the Sea.* Cooperation among intergovernmental organizations in the work of the United Nations Open-Ended Informal Consultative Process on Oceans and the Law of the Sea continued to increase over the biennium. The number of intergovernmental organizations participating in the work of the Consultative Process rose to 18 in 2007 (from 15 in 2005) and there continued to be a high number of valuable contributions of intergovernmental organizations to the report of the Secretary-General on oceans and the law of the sea (33 contributions per report). The number of intergovernmental organizations actively participating in the discussions during the meetings of the Consultative Process also increased from 15 in 2005 to 18 in 2007.

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

8.5 (a) *Contributions to the modernization of trade practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws.* Through its work promoting the adoption and use of the most recent UNCITRAL texts, the Office of Legal Affairs continued to contribute to the modernization of trade practices and the reduction of legal uncertainties and obstacles posed by inadequate and disparate laws. The number of legislative decisions based on UNCITRAL texts was increased during the biennium. By the end of 2006-2007, the number of reported legislative decisions based on Commission texts increased to 42. The number of judicial decisions based on such texts (evidence of the practical use of UNCITRAL texts in business transactions) also increased in 2006-2007, with 86 additional judicial and arbitral decisions reported during the biennium.

(b) *Contributions to the increased understanding of international trade law issues and reliance on UNCITRAL standards.* The number of reported publications discussing the work of UNCITRAL increased to 540 during 2006-2007 as compared to 332 in the last biennium. The number of visitors to the UNCITRAL website increased considerably over the biennium, indicating high interest in texts developed by the Commission. The fully redesigned UNCITRAL website, which provides extensive information on the work of the Commission and its Working Groups, as well as on UNCITRAL texts and their interpretation, received 1.8 million visitors in 2006-2007 (compared to 401,500 in 2004-2005). The website was made available in all six official languages of the United Nations and its visitors' trend shows constantly increasing interest in pages in languages other than English (now representing over 60 per cent of overall visits).

(c) *Improved coordination and cooperation among international organizations active in the field of international trade law.* During the biennium, the Office of Legal Affairs continued to organize and attend coordination and consultation meetings among international organizations, and to research and prepare briefing materials for that purpose. The work of the Office resulted in greater awareness of work programmes and activities of relevant international organizations, which facilitated the identification of areas of mutual interest and of opportunities for enhancing coordination and cooperation efforts among international organizations, and helped to reduce duplication and overlap in efforts.

Subprogramme 6
Custody, registration and publication of treaties

8.6 (a) *Improved access to international treaties deposited with the Secretary-General, including information on their status, and to treaties registered with the Secretariat.* During the biennium 2006-2007, 94 States participated in two annual treaty events with themes relating to international migration and development, and universal participation in treaties and their implementation by States. A total of 167 treaty actions were undertaken during those events. In addition, greater awareness of the multilateral treaty framework was enhanced by 10 capacity-building training seminars, 6 held at United Nations Headquarters and 4 regional training seminars held in Africa, the Pacific Island and Association of Southeast Asian Nations States, Central Asia and the Caucasus and the Balkan region, respectively, which drew 482 participants. Moreover, during the biennium, 12 new treaties were deposited with the Secretary-General, bringing the total number of deposited treaties to 539; over 2,800 treaty actions were processed with respect to those 539 treaties; and over 3,000 treaties and over 2,700 subsequent actions were registered with the Secretariat. Lastly, of 76 United Nations Treaty Series volumes scheduled to be published, only 12 were not published by the end of 2007, but were in the final stages of production. The United Nations Treaty Collection on the Internet received an average of over 400,000 page views per month.

(b) *Promotion of broader State participation in the multilateral treaty framework.* The Office of Legal Affairs has been successful in facilitating State participation in the multilateral treaty framework by organizing annual high-level treaty events since 2000. A total of 94 States participated in the 2006 and 2007 treaty events, resulting in 167 treaty actions undertaken with regard to 73 treaties deposited with the Secretary-General.

(c) *Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties with the Secretariat.* The great majority of submissions with regard to treaties deposited with the Secretary-General and treaties registered with the Secretariat under Article 102 of the Charter are in proper format. That could be attributed to a number of efforts on the part of the Office of Legal Affairs, including addressing communications to the permanent missions annually about such matters, organizing capacity-building training sessions, providing such information in the United Nations Treaty Collection on the Internet, disseminating publications and liaising on a regular basis with contacts at the permanent missions. Depositary and registration submissions that were defective accounted for less than 5 per cent of all such submissions. During the biennium, the Office responded to 1,286 depositary-related and 194 registration-related requests for advice, representing a substantial increase from the level of 938 requests received in the last biennium.

(d) *Increased respect for the international treaty framework and the advancement of the international rule of law.* The Office of Legal Affairs routinely receives acknowledgements of satisfaction by end-users in e-mails and formal letters, in some cases with regard to legal advice provided on depositary and registration-related matters and other Office activities. The Office routinely received positive feedback with regard to its capacity-building training sessions from participants through the use of questionnaires.

Section 9
Economic and social affairs

Highlights of programme results

The Department of Economic and Social Affairs, in serving Member States and in partnership with a wide range of actors, including civil society and many parts of the United Nations system, carried forward the United Nations development agenda in the biennium 2006-2007. The first Economic and Social Council annual ministerial review (Geneva, July 2007) promoted stronger accountability for the implementation of internationally agreed development goals, including the Millennium Development Goals. Substantive support to the High-level Dialogue on International Migration and Development, held in New York (2006), and the Global Forum on Migration and Development, held in Brussels (2007), led to more consistent policy approaches and identified new instruments and best practices. The programme successfully facilitated the intergovernmental processes leading to the adoption of three landmark agreements: the Convention on the Rights of Persons with Disabilities (2006), the Declaration on the Rights of Indigenous Peoples (2007) and the non-legally binding instrument on all types of forests (2007). The programme's 2007 triennial comprehensive policy review contributed to system-wide coherence; it will serve as the guideline for the United Nations system development cooperation from 2008 to 2010. The programme also worked to bring about a unified United Nations statistical system and guided system-wide efforts on the production of the annual Millennium Development Goals indicator database, critical for tracking progress on and strengthening accountability for implementation. The programme further supported the inter-agency effort on climate change and the high-level event on climate change (2007). As convenor of the Executive Committee on Economic and Social Affairs, the head of the programme made strides in coordinating the contribution of member entities to intergovernmental processes and enhanced their consultations on substantive issues, programme planning and budget preparations. The programme assisted the Secretary-General and the Deputy Secretary-General, including during the transition period following their appointments, by providing advice, policy notes, briefing material, draft statements and talking points on economic, social and environmental issues.

Challenges, obstacles and unmet goals

The programme faced a number of challenges in the biennium 2006-2007, in particular, supporting the implementation of the new functions assigned by the 2005 World Summit. Effective support to Member States was impeded by the cumulative burden of having to respond to substantial new mandates and responsibilities without a concomitant increase in resources.

Output implementation rate

The above-cited results are based on the implementation of 91 per cent of 3,468 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 9)).

Executive direction and management

9.1 (a) *Programme of work is effectively managed and supported by staff and financial resources*. Continuous efforts were made by the Department of Economic and Social Affairs to reduce its vacancy rate, achieving a rate of 4.8 per cent for the biennium, compared to 6.7 per cent for 2004-2005. Efforts were also made to improve the timely recruitment and placement of staff; the average selection time was reduced to 161 days (compared to 176 days in the previous biennium). The Department achieved an overall output implementation rate of 92 per cent. The financial implementation rate was 96.1 per cent.

(b) *Increased awareness of Member States, civil society and other major actors in the international development cooperation, of the activities and capacities of the Department of Economic and Social Affairs*. The Department of Economic and Social Affairs uses the Internet as its primary medium for global communications and awareness-raising. In 2006-2007, Department websites had 33.5 million visits, an increase of 32 per cent over 2004-2005, with the largest increases in the areas of public administration and statistics, followed by sustainable development and gender issues and advancement of women.

(c) *Enhanced policy coherence in the management of the economic and social activities of the United Nations Secretariat*. The Department of Economic and Social Affairs made extensive use of videoconferencing technology and held over 100 videoconferences during the biennium aimed at fostering collaboration with other entities of the Executive Committee on Economic and Social Affairs. The Department is the lead for 7 of the 11 thematic clusters of the Executive Committee and conducted, on average, 6 consultations per cluster for the preparation of the strategic framework and programme budget. That work helped to ensure that there was no duplication in outputs. The Department has collaborated with other United Nations entities on the preparation of a number of reports, in particular its flagship reports, such as the *World Economic Situation and Prospects* and the Millennium Development Goals report.

Subprogramme 1
Economic and Social Council support and coordination

9.2 (a) *Strengthened role of the General Assembly and the Economic and Social Council in policy development to facilitate global consensus on major development issues, including operational activities for development*. The Department of Economic and Social Affairs continued to focus during 2006-2007 on supporting the General Assembly and the Economic and Social Council in facilitating global consensus on major development issues. At least six key Assembly and Council resolutions and ministerial declarations adopted during 2006-2007 contained identifiable principles and concrete measures on major development issues. For example, Council resolution 2006/44 on the integrated follow-up to global conferences replaced individual joint bureaux meetings with one meeting of the Chairmen of the functional commissions and the Council to enhance coherence between those bodies. In the 2007 Ministerial Declaration on poverty eradication and hunger a comprehensive framework was adopted for stakeholders' action to achieve Millennium Development Goal 1. There was also an increased number of more action-oriented resolutions adopted during the biennium. For example, in its resolution 62/208 on the 2007 triennial comprehensive policy review, the Assembly endorsed concrete, actionable measures for enhancing United Nations development system functioning consistent with ongoing reforms.

(b) *Enhanced role of the Economic and Social Council in guiding the coordinated implementation of major United Nations conferences and summits through its meetings with the international financial and trade institutions and mobilization of civil society actors towards the socio-economic goals of the Millennium Declaration.* During the biennium, the Department of Economic and Social Affairs continued to enhance the role of the Economic and Social Council in guiding the coordinated implementation of major development goals. The participation of international financial and trade institutions in Council meetings increased, with the World Bank participating in 27 meetings in 2006-2007 (compared to 21 in 2004-2005) and IMF in 12 meetings (compared to 8 in 2004-2005). There is also growing participation of Ministers in the Council's high-level policy dialogue with international trade and financial institutions, with an increase in the number of ministers attending from 15 in 2004 to 33 in 2007.

(c) *Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and development and its enhanced interaction with the Security Council as mandated by the Economic and Social Council.* The Department of Economic and Social Affairs continued to support the involvement of the Economic and Social Council in activities relating to the development dimension of conflict situations during the biennium. The Council promoted one event, a panel discussion held during its 2007 substantive session on the development dimension of conflicts during 2006-2007. Moreover, the ad hoc advisory groups on African countries emerging from conflict (Guinea-Bissau and Burundi) and on Haiti further intensified their role and provided higher visibility to the Council in the area of post-conflict reconstruction and development, ensuring that the assistance of the international community was adequate, coherent, well coordinated and effective.

(d) *Strengthened support for the Committee on Non-Governmental Organizations and strengthening of the capacities of non-governmental organizations by building networks through the United Nations Informal Regional Network of Non-Governmental Organizations.* The number of technically complete applications for non-governmental organizations accreditation that were received by the Department of Economic and Social Affairs during the biennium increased. A total of 516 such applications were received in 2006-2007 (compared to 126 in 2004-2005). The contribution of non-governmental organizations to the Council also increased. For example, 29 such organizations participated in the 2007 Annual Ministerial Review Innovation Fair, presenting specific innovative products and projects to showcase in the field of poverty and hunger eradication. The Department of Economic and Social Affairs also encouraged non-governmental organizations to share best practices using innovative and cost-effective methods. For example, they shared best practices over the Internet using blogs and video-sharing tools such as YouTube and Google Video. The number of statements submitted by non-governmental organizations and their coalitions to the Council during Council sessions increased to 66 in 2006-2007 (from 47 in 2004-2005).

(e) *More effective linkages between the policy guidance of the General Assembly and the Economic and Social Council and operational activities for development*. The number of countries with development plans that reflect the goals of United Nations conferences and summits and the policy guidance of the General Assembly and the Economic and Social Council increased during the biennium. By the end of 2006-2007, 57 countries had country-level development plans that were aligned with the development activities of the United Nations (compared with 30 in 2004-2005).

Subprogramme 2
Gender issues and advancement of women

9.3 (a) *Enhanced international debate and facilitation of agreements on gender equality and the advancement of women and increased attention to the implementation of the Beijing Platform for Action and the outcome of the twenty-third special session of the General Assembly at the national level*. Overall for the biennium, of the 168 policy recommendations proposed by the Department of Economic and Social Affairs during 2006-2007, 134 (80 per cent) were used by the General Assembly, the Economic and Social Council or the Commission on the Status of Women in the formulation of resolutions, decisions and agreed conclusions. That number far exceeded the target of 55 per cent. Moreover, during meetings of the Assembly and the Commission in 2006-2007, 293 Member States made statements reporting on actions taken at the national level to implement the Beijing Platform for Action and the outcome of the twenty-third special session of the Assembly. That far exceeded the Department's target of 130 statements.

(b) *Enhanced capacity of the Committee on the Elimination of Discrimination against Women to fulfil its mandate under the Convention on the Elimination of All Forms of Discrimination against Women and the Optional Protocol to the Convention, and increased ability of stakeholders to implement the Convention and use the Optional Protocol*. During the biennium, the Committee on the Elimination of Discrimination against Women took action on 11 (91 per cent) of the 12 clusters of options and recommendations proposed by the Department of Economic and Social Affairs to improve its working methods (well exceeding the target of 50 per cent). The Department also made recommendations on the Committee's working methods, which enabled the Committee to consider more reports than in previous bienniums and reduce the backlog of reports awaiting consideration to 30 by the end of August 2007 (from 55 in July 2005). The Committee adopted eight decisions under the Optional Protocol, quadrupling the number of decisions taken in the previous biennium. Moreover, the number of States parties to the Convention and its Optional Protocol increased from 180 to 185 and from 71 to 90, respectively. To increase the ability of stakeholders to implement the Convention and its Optional Protocol, the Department continued to provide advisory services and administer training to Government officials, judicial officers and other stakeholders. During 2006-2007, training was provided to 301 participants from 41 countries.

(c) *Improved capacity of Member States, intergovernmental bodies and entities of the United Nations system to effectively incorporate gender perspectives into policies and programmes, at both the programmatic and the operational level.* The Department of Economic and Social Affairs helped to improve the capacity of Member States, intergovernmental bodies and entities of the United Nations system to effectively incorporate gender perspectives into policies and programmes. One hundred and twenty-two Member States and eight United Nations entities reported on national actions taken to implement gender mainstreaming to the Commission on the Status of Women. Seventy-nine entities of the United Nations system reporting to the Economic and Social Council on actions taken to incorporate gender perspectives in their policies and programmes reported on their gender mainstreaming activities during the biennium. In addition, 23 per cent of resolutions adopted by functional commissions of the Council incorporated attention to gender perspectives during the biennium (below the target of one third set for the biennium by the Department).

(d) *Increased inter-agency collaboration on the promotion of gender equality and advancement of women, including on the implementation of gender mainstreaming.* The Department of Economic and Social Affairs continued to increase inter-agency collaboration on the promotion of gender equality and advancement of women. During 2006-2007, the number of joint activities by members of the Inter-Agency Network on Women and Gender Equality increased, with 17 task forces, workshops and panels active in promoting gender equality and advancement of women (compared with 10 in 2004-2005).

(e) *Increased action taken throughout the United Nations and the United Nations common system in support of the achievement of gender balance and a more gender-sensitive work environment.* A number of actions and decisions were taken in 2006-2007 that aimed to support the achievement of gender balance and a more gender-sensitive work environment within the United Nations and the United Nations system. They included an amended staff selection policy, membership of the Special Adviser on Gender Issues and Advancement of Women in the Management Committee and the Senior Management Group and regular reporting by United Nations departments and offices to the Management Committee on progress related to gender balance targets. With regard to indicators of achievement, it is important to note that the indicators related to policies and statistics that are essentially a function of other parts of the system, and that the Department of Economic and Social Affairs has no implementation authority over them. Policy may be catalysed, facilitated and drafted, but its implementation and promulgation is fully the function of the implementation entities. The harassment policy, for example, was catalysed and facilitated by the Department, but the final promulgation occurred only in early 2008, after the current reporting period. Similarly, gender balance targets are a function of appropriate implementation by the heads of department and of entities of the United Nations system. While the indicators assumed a reasonable rate of progress towards the goal, there was in fact a regression. The target of an increased number of departments and entities meeting gender balance was not met and the trends are by and large negative.

Subprogramme 3
Social policy and development

9.4 (a) *International debate and agreements facilitated on major social development issues on the agendas of the United Nations intergovernmental processes.* The Department of Economic and Social Affairs continued to facilitate international debate and agreement on major social development issues in United Nations intergovernmental meetings during 2006-2007. The percentage of recommendations proposed by the Department that were used in the formulation of resolutions, decisions and agreed conclusions by Governments at intergovernmental meetings rose from 86 per cent to 90 per cent.

(b) *Strengthening of the capacity of Member States to develop and implement effective social programmes and policies, in particular in the field of social integration of older persons, persons with disabilities, family and youth.* By the end of 2007, the Department of Economic and Social Affairs had trained 405 national personnel in promoting participatory and inclusive social policies at the national and community levels (compared with 96 personnel trained in 2005). That training significantly contributes to strengthening the capacity of Member States to develop and implement effective national social programmes and policies.

(c) *Better understanding and awareness by Governments, civil society and the private sector with regard to emerging issues in the field of social development, including gender issues, particularly through improved and timely access by Governments, non-governmental organizations, academia and individuals to United Nations research and analysis in the field of social development.* The Department of Economic and Social Affairs continued to use the Internet to promote understanding and awareness of social development issues among Governments, civil society and the private sector. Though the 2.2 million visits to and downloads from the Department website during 2006-2007 was short of the target of 2.5 million, the timely provision of online documentation and information played a critical role in both the servicing of the intergovernmental machinery and the promotion of the work and objectives of the organizations in the field of social development. The Enable website of the secretariat for the Convention on the Rights of Persons with Disabilities was entirely redesigned and is now fully accessible to persons with visual impairments. The Department continued to use live Internet posting during the negotiation rounds of the Convention, which made possible immediate feedback from capital authorities. E-posting has also become a critical component of the work of the Permanent Forum on Indigenous Issues and of the Youth Programme. The International Children's Art Competition, to celebrate the closing of the first United Nations Decade for the Eradication of Poverty, which was promoted primarily on the Internet, generated 12,000 submissions. Moreover, the number of multi-stakeholder events on issues relating to social development increased during 2006-2007 to 60 events (compared with 40 events in 2004-2005). Those events assisted in further advancing work in the field of social policy and development.

Subprogramme 4
Sustainable development

9.5 (a) *Effective review of and agreement on the implementation of sustainable development actions facilitated in relevant intergovernmental processes, especially the Commission on Sustainable Development, with regard to the Johannesburg Plan* *of Implementation*. The number of Member States that have taken action to meet the goals and targets of the Johannesburg Plan of Implementation increased during 2006-2007. Over 50 per cent of Governments (compared with 20 per cent in 2005) have taken action to implement goals in the thematic clusters of energy for sustainable development, industrial development, air pollution/atmosphere and climate change. In addition, close to 80 per cent of statements and responses made by Member States commended the work of the Department of Economic and Social Affairs and expressed satisfaction with its support for the implementation of relevant goals and targets. A similar number of delegates expressed satisfaction with the efficient manner in which the Department provided support to the Commission on Sustainable Development.

(b) *Enhanced capacity of developing countries and countries with economies in transition to improve their water and energy sectors*. Through its technical and substantive assistance to developing countries and countries with economies in transition, the Department of Economic and Social Affairs continued to enhance the capacity of those countries to improve their water and energy sectors. Ninety per cent of countries expressed satisfaction with the services and the assistance provided by the Department. On average, close to 90 per cent of participants rated the quality of the capacity-building services provided by the Department as "excellent". In addition, 16 measures were taken by Governments during 2006-2007 to improve the performance and efficiency of their water and energy sectors.

(c) *Enhanced capacity of developing countries and countries with economies in transition to develop and implement national sustainable development strategies, information systems and databases for sustainable development*. Over 90 per cent of the countries receiving advisory services and technical and capacity-building support from the Department of Economic and Social Affairs expressed satisfaction with the quality and usefulness of the Department's work. During 2006-2007, the Department also enhanced the capacity of developing countries and countries with economies in transition by delivering training to 123 national experts and institutions in sustainable development issues.

(d) *Increased involvement of major groups in activities related to the work of the Commission on Sustainable Development*. Capacity-building and financial assistance requires that major groups are able to effectively participate in intergovernmental processes, including at the regional level. The Department of Economic and Social Affairs continued to take measures to increase the involvement of major groups in the work of the Commission on Sustainable Development and during 2006-2007, a total of 668 activities involving major groups were implemented that contributed to the work of the Commission. Agenda 21 recognizes nine major groups of civil society: women, children and youth, indigenous people, non-governmental organizations, local authorities, workers and trade unions, business and industry, scientific and technological communities, and farmers.

(e) *Enhanced access to information on sustainable development and better understanding of sustainable development issues among the various governmental and non-governmental actors*. The Department of Economic and Social Affairs continued to enhance access to information on sustainable development by making relevant information available on the Internet through its website. The number of visits to and downloads from the Department website for the period increased to 4.1 million from 0.4 million in 2004-2005. Moreover, the Department received approximately 100 requests for public presentations on its work in sustainable development and was able to assist with 95 per cent of such requests.

Subprogramme 5
Statistics

9.6 `(a) *Strengthened capacity of developing countries, especially the least developed countries and countries with economies in transition, to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields with improved quality, usefulness and accessibility, including the indicators for follow-up to United Nations conferences and for monitoring progress towards the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992.* The Department of Economic and Social Affairs continued to contribute to strengthen the statistical capacity of developing countries through its programme of advisory services and training workshops. In 2006-2007, the Department held 30 workshops involving 1,271 participants and undertook 12 country advisory missions by expert advisers. Around 73 per cent of participants involved in the workshops rated the training that they received as "good" or "excellent". There was also a small increase of 1.2 per cent in national data available in the Department database for monitoring progress towards the internationally agreed development goals, a result of successful Departmental efforts in building statistical capacity at the country level that translates into increased availability of data at the global level. The number of developing countries and countries with economies in transition that provide more complete data to the Department's publications increased by more than 8 per cent over the biennium.

(b) *Strengthened global statistical system, with increased participation by countries and increased collaboration among international organizations, including progress in the harmonization and rationalization of development indicators.* The global statistical system was further strengthened through the increased participation of countries in relevant global statistical events. For example, there were 464 experts participating in sessions of the United Nations Statistical Commission in 2007. As the Commission has only 24 members, the high number of national chief statisticians participating as observers represents a particular accomplishment. Collaborative activities among international agencies aimed at rationalization and harmonization of development indicators also increased significantly to 18 (compared to 6 in 2005).

(c) *Enhanced capability of national statistical offices to effectively respond to important needs, including those relating to new and critical issues in statistics.* The capability of national statistical offices to respond to new and critical issues in statistics has been enhanced by the activities of the Department of Economic and Social Affairs during the biennium. Eighty-six per cent of participants from national statistics offices who attended Department workshops in 2007 indicated that their knowledge of new and critical issues had increased as a result of their participation. In addition, 24 new and critical issues were discussed at the Statistical Commission sessions during 2006-2007. The number of chief statisticians and senior statisticians from national statistical offices attending Commission sessions during 2006-2007 also increased.

(d) *Better and broader use by Governments, international organizations, research institutes, the private sector and the general public of statistical data and technical material produced by the subprogramme.* The number of visitors to relevant sections of the Department of Economic and Social Affairs website grew by 52 per cent over the biennium (from 1.6 million in 2005 to 2.4 million in 2007), underlining the critical importance of the website as a communications tool with all stakeholders. The number of data requests satisfied by the Department also increased by 8 per cent to 3.1 million (from 2.8 million in 2005). Users increasingly demand not only data in electronic format, but also direct access to databases so that they can customize their data consumption. There is clear evidence that, given the opportunity to conveniently extract data themselves, all categories of users will effectively use data more extensively.

(e) *Increased understanding of the use of geographical information systems for modern surveying and mapping activities and the standardization of geographical names at the national and local levels.* The Department of Economic and Social Affairs also continued to contribute to increased understanding at the national and local levels of the use of geographical information systems for surveying and mapping activities and the standardization of geographical names. In 2006-2007, the Department organized four major conferences on cartography and geographic names, involving a total of 760 participants. Of those participants who responded to the evaluation questionnaire, almost 100 per cent reported that they had learned new substantive skills.

Subprogramme 6
Population

9.7 (a) *Population issues remain high on the international agenda.* Population topics, in particular migration and population ageing, received heightened attention from the international community during the biennium. The number of governmental officials visiting the Department of Economic and Social Affairs or attending Department briefings in 2007 was 120, exceeding targets by about 40 per cent. However, the average number of Government statements in the Commission on Population and Development did not increase as expected, with 55 statements made in 2007 (compared to 70 in 2005).

(b) *Enhanced awareness in the international community and among Member States of progress made in implementing the Programme of Action of the International Conference on Population and Development and the outcome of the twenty-first special session of the General Assembly.* The number of outputs from other United Nations bodies, funds, programmes and agencies, as well as other international or regional organizations, using data or findings resulting from the work of the Department of Economic and Social Affairs increased during 2006-2007. By the end of 2007, 35 major publications from other important stakeholders within and outside the United Nations system quoting Department data as the source of their population information were identified (compared to 25 in 2005). The number of links to the Department population home page and the World Population Prospects page increased to 482 (from 200 in 2005).

(c) *Improved accessibility and timeliness of population information, particularly population estimates and projections and the compendium of world population policies, for Government officials of Member States, non-governmental* *organizations, academia and the media.* The Department of Economic and Social Affairs improved the accessibility and timeliness of population information during 2006-2007 and the number and scope of recipients of Department publications or digital products continued to increase. There were 1,198 subscribers to Department population mailing lists in 2007 (compared to 835 in 2005) and 1,434 subscribers to the Department e-mail alert service. There were 2.79 million visits to the Department population website and 2.53 million population publications were downloaded from the website.

(d) *Increased knowledge and understanding at the national level in addressing population issues.* During the biennium, the Department of Economic and Social Affairs, through the technical meetings that it organized, continued to play a crucial role in the coordination of United Nations-system activities in the areas of international migration and adult mortality estimation, as well as in the expert discussion of a variety of other population and development issues. The set of technical meetings (expert group meetings, panel discussions and the International Symposium on International Migration and Development) organized by the Department during the biennium attracted some 550 participants, well in excess of the envisaged target of 500 participants. The International Symposium, organized in preparation for the High-level Dialogue on International Migration and Development held by the General Assembly in September 2006, also made a significant contribution to the success of the Dialogue by providing an informal forum where experts and Government officials could meet to discuss the issues in an interactive way.

Subprogramme 7
Global development trends, issues and policies

9.8 (a) *Strengthened international debate and, as appropriate, intergovernmental agreement on economic policies and actions necessary to achieve development goals, including those emanating from the Millennium Summit, the global conferences and other United Nations intergovernmental processes.* The Department of Economic and Social Affairs strengthened debate in the General Assembly and the Economic and Social Council by providing Member States with unbiased analyses of economic and social development issues, including the pros and cons of various policies. That was reflected by an increased number of Assembly and Council sessions during which the Department's reports on those issues were discussed, from 24 in 2006 to 28 in 2007. The results of an online readership survey conducted in December 2007 indicate a satisfaction rate among Member States of 87.5 per cent with the Department's flagship publications, *World Economic and Social Survey* and *World Economic Situation and Prospects*, exceeding the target of 70 per cent for 2007.

(b) *Improved dialogues on global macroeconomic prospects and policy issues in the General Assembly and the Economic and Social Council, focusing on short-term challenges for development, macroeconomic interactions among countries and groups of countries and the consequences of national macroeconomic policy measures for other countries, notably the more disadvantaged among them.* The Department of Economic and Social Affairs continued to strengthen the dialogue in the General Assembly and the Economic and Social Council by providing delegations and Member States with unbiased analyses of the global economic situation and short- and medium-term prospects as well as balanced advice on the merits and weaknesses of various policies. That was reflected by an increased number of Assembly and Council sessions during which those outputs were discussed and referred to, with the number increasing in 2007.

(c) *Enhanced exchanges of views and ideas on development issues with non-governmental actors, including increased awareness among such actors of United Nations analysis of development issues and their increased contribution to United Nations policy development.* The exchange of views and ideas on development issues increased during the biennium, and the Department of Economic and Social Affairs contributed to increased awareness among non-Government actors of United Nations analysis of development issues. For example, the number of citations of and references to Department publications in academic, professional and mass-media circles reached 174 in 2007 (compared to 99 in 2005). The number of visits to the relevant Department website reached 231,290, almost double the 120,000 visits in 2005. The average numbers of participants at meetings of Project LINK, a network of economists from developed and developing countries as well as international organizations, increased to 108 in 2007 (from 55 in 2005).

Subprogramme 8
Public administration, finance and development

9.9 (a) *Facilitation of effective intergovernmental debate on emerging issues and challenges in the field of public administration and socio-economic governance.* The work of the Department of Economic and Social Affairs during the biennium helped to facilitate effective intergovernmental debate on emerging issues and challenges in the field of public administration and socio-economic governance. For example, the Department organized five ministerial meetings, later referenced in eight reports to intergovernmental bodies and in declarations. A number of General Assembly and Economic and Social Council resolutions on public administration and socio-economic governance resulted from debates organized by the Department. The Department also organized the seventh Global Forum on Reinventing Government: Building Trust in Government, for which 3,783 people from 177 countries, including 114 ministers of public administration, registered.

(b) *Improved and timely access to data, analytical and policy tools, information, experiences and good practices in public administration.* Access to data, analytical and policy tools, information, experiences and good practices in public administration also improved over the biennium. The number of visits to and downloads from the United Nations Online Network in Public Administration and Finance in 2007 was more than 30 million. In addition, 50 letters of appreciation were received and 90 per cent of comments received on evaluations of meetings and seminars organized by the Department of Economic and Social Affairs in the course of the reporting period were positive. Two Public Service Awards reports were issued in 2006-2007. The first (ST/ESA/PAD/SER.E/95), available since 23 June 2006, has been downloaded 471 times. The second (ST/ESA/PAD/SER.E/107), available since 1 June 2007, has generated 289 downloads.

(c) *Strengthened institutional, technical and human resource capacity of national and subnational public administrations for improved public service delivery.* In response to requests from Member States, the Department of Economic and Social Affairs continued to provide advisory services to strengthen the institutional, technical and human resources capacity of local and national public administrations. During the biennium, more than 80 advisory services were provided to local and national administrations, and there were 136 active and newly formulated projects of technical cooperation. The new United Nations Project Office on Governance was opened in September 2006 in Seoul. In addition, 22 capacity-building workshops organized by the Department were attended by more than 3,000 participants from 180 countries. Five online training sessions were made available on the United Nations Online Network in Public Administration and Finance. Each session comprised three different courses offered to a total of 1,475 registered participants, of whom 456 graduated. Sixty-five statements were received commending the utility of the advisory services provided and the technical cooperation projects implemented.

(d) *Strengthened networks of organizations, policymakers and experts active in the area of public administration to facilitate cooperation, exchanges and mutual support in the process of modernization of public administration.* The number of organizations, policymakers and experts participating in networks of public administration professionals promoted by the Department of Economic and Social Affairs increased during 2006-2007. The United Nations Online Network in Public Administration and Finance established in 2001 and the newer Network of Innovators in the Mediterranean Region, launched in 2006, increased membership to 33 and 21 countries, respectively. In line with General Assembly resolution 60/34 and in response to requests from regional Governments, the Department also organized five meetings attended by more than 260 participants to showcase innovative practices among the regions. It compiled a list of best practices from European countries and support was provided to the Regional Forum of Arab States.

Subprogramme 9
Sustainable forest management

9.10 (a) *Effective international dialogue and agreements on forests that contribute to the integration of sustainable forest management issues into the broader development agenda as well as to the understanding of the interlinkages between forests and other sectors.* The Department of Economic and Social Affairs contributed to sustainable forest management by promoting international dialogue and agreement on forests. The number of resolutions, decisions and other outcomes of intergovernmental bodies that were based on policy options proposed by the Department increased to 11 during 2006-2007 (from 6 in 2004-2005), including the non-legally binding instrument on all types of forests.

(b) *Enhanced monitoring and assessment of and reporting on internationally agreed actions for the implementation of sustainable forest management, based on a common understanding of forest-related concepts, terminology and definitions, including through the further development and use of established criteria and indicators developed by regional processes.* In compliance with Economic and Social Council resolution 2006/49, reports by Governments and major groups were submitted on the possible elements of a non-legally binding instrument on all types of forests. The Department of Economic and Social Affairs supported the process by analysing and synthesizing the reports, and prepared a note on the draft composite text of the instrument. Those mechanisms formed the basis for Member States to adopt the non-legally binding instrument.

(c) *Increased international cooperation, collaboration, coordination and knowledge exchange among Governments, major groups, organizations, instruments and processes, including through activities of the Collaborative Partnership on Forests.* The Department of Economic and Social Affairs facilitated increased international cooperation, collaboration, coordination and knowledge exchange among Governments, major groups and organizations through a number of initiatives undertaken to support the international forest policy dialogue. It provided support to country-led initiatives and continued to service the Collaborative Partnership on Forests. The Department also participated in all six joint initiatives of the Partnership and launched bilateral projects with Partnership members.

Subprogramme 10
Financing for development

9.11 (a) *Effective multi-stakeholder monitoring of the implementation of and follow-up to the agreements and commitments reached at the International Conference on Financing for Development, as embodied in the Monterrey Consensus.* The target set for the biennium 2006-2007 of 24 major inputs from Governments, regional groupings, institutional and non-institutional stakeholders to the annual assessment of the implementation of the Monterrey Consensus was outperformed by 2 inputs. Substantive contributions from the World Bank, IMF, the WTO, UNCTAD and UNDP, annual communiqués of the Development Committee and the International Monetary and Financial Committee of the World Bank and IMF as well as Ministerial Declarations of the annual meeting of the Group of 77 and China, served as major inputs to the annual report on the follow-up to the Monterrey Consensus (A/61/253 and A/62/217) and the annual note for the special high-level meeting of the Economic and Social Council with the Bretton Woods institutions, WTO and UNCTAD (E/2006/48 and E/2007/10), and thus contributed to the effective multi-stakeholder monitoring of the implementation of the Consensus.

(b) *Strengthened role and fuller use of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination.* The Department of Economic and Social Affairs assisted in strengthening the role and use of the General Assembly and the Economic and Social Council (as well as the relevant intergovernmental and governing bodies of other institutional stakeholders) in following up on and coordinating the actions arising from meetings of the International Conference on Financing for Development. In 2006-2007, there were 24 major resolutions, presidential summaries, communiqués and declarations on conference follow-up and coordination. The role of the Assembly and the Council in conference follow-up and coordination was strengthened through (i) more focused thematic discussions on selected key areas of the Monterrey Consensus; (ii) fuller use of innovative and interactive methods of work (panel discussions, round tables, seminars and briefings), with the participation of representatives of civil society and the business sector; and (iii) a greater number of policy-oriented decisions and agreements related to the area of coherence and consistency of the international monetary, financial and trading systems in support of development.

(c) *Fuller engagement of Governments and greater cooperation and interaction among all institutional and non-institutional stakeholders involved in the* *financing for development process to ensure proper follow-up to the implementation of agreements and commitments reached at the International Conference on Financing for Development and to continue to build bridges between development, finance and trade organizations and initiatives, including at the regional level, within the framework of the holistic agenda of the Conference.* Achieving fuller engagement of Governments and greater cooperation and interaction among all stakeholders involved in the financing for development process was pursued by facilitating greater participation of high-level officials from Governments, international organizations, civil society and private sector entities in the financing for development follow-up process. The Department of Economic and Social Affairs undertook concerted efforts to increase the number of multi-stakeholder events, the number of participants and the involvement of civil society and the private sector in such events. In 2006-2007, there were 26 major multi-stakeholder events on financing for development.

Section 10
Least developed countries, landlocked developing countries and small island developing States

Highlights of programme results

Awareness increased of the special needs and concerns of the least developed countries, landlocked developing countries and small island developing States that require attention by Member States and international organizations. With regard to the least developed countries, that achievement was largely due to the efforts associated with the conduct of the global comprehensive midterm review of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (Brussels Programme of Action). Forty-six least developed countries have designated national focal points and 41 prepared country reports in collaboration with other agencies. The midterm review of the Brussels Programme of Action also provided information to Member States and other partners on existing gaps and shortfalls in its implementation. The overall contribution to the least developed countries doubled during the biennium. By December 2007, 13 countries provided more than 0.1 per cent of their gross national income as official development assistance to least developed countries.

The advocacy efforts also focused on the implementation of the Almaty Programme of Action and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (Barbados Programme of Action). These efforts resulted in raised awareness of the special needs of the landlocked developing countries and small island developing States in the context of global development. Recently, the increasing debate on climate change provided another opportunity to bring the concerns of the three most vulnerable groups of countries to centre stage.

Challenges, obstacles and unmet goals

The only area which presented challenges and where the goal was not reached concerned the timely recruitment and placement of staff, which to some extent was precipitated by the change in leadership during the course of the biennium.

Output implementation rate

The above-cited results are based on the implementation of 83 per cent of 86 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 10)).

Executive direction and management

10.1 (a) *Programme of work is effectively managed and supported by staff and financial resources.* The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States contributed to the raised awareness of the special needs of the least developed countries, landlocked developing countries and small island developing States in the biennium 2006-2007. The global comprehensive midterm review of the Brussels Programme of Action for the least developed countries, the preparatory events for the midterm review of the Almaty Programme of Action and the debate on climate change provided opportunities for the Office to galvanize support and bring the concerns of the three most vulnerable groups of countries to the centre stage of policymaking. The Office's effective management of the work programme was evidenced by the 98 per cent utilization of available resources and 90 per cent delivery rate of programmed output. The vacancy rate did not reach the projected 3.6 per cent, but remained at 7 per cent, a level similar to that of the previous biennium. That was largely due to a change of leadership at the most senior level in the Office, which delayed some of the recruitment decisions.

(b) *Increased awareness of special needs and concerns of least developed countries, landlocked developing countries and small island developing States that require attention by Member States and international organizations.* Increased awareness of and attention to the special needs and concerns of least developed countries, landlocked developing countries and small island developing States was shown by 58 resolutions, decisions and statements that were issued during the biennium. The subprogramme also recognized that better monitoring of results and more systematic collection of data would enable a more comprehensive evaluation of the impact of the programme.

Subprogramme 1
Least developed countries

10.2 (a) *Enhanced awareness of the special needs of the least developed countries and increased support and resources for the least developed countries at the global level.* Despite other external factors which make it difficult to establish a direct causal relation between the indicators and this expected accomplishment, it is noted that the number of declarations, statements and decisions referring to least developed countries has increased owing to the increased national negotiating capacities of least developed countries in a number of areas, in particular related to financing for development, trade and technical assistance. Thirty-two countries were noted to have provided input to intergovernmental negotiations to improve legislative decisions regarding the Brussels Programme of Action, an improvement from the level of the last biennium. More effective participation of least developed countries and greater global awareness of their special needs has resulted in increased international support measures in various areas.

(b) *Focused advocacy and building of partnerships with all development partners in favour of least developed countries.* It is difficult to establish an exclusive link between advocacy and increased resources to least developed countries. However, the subprogramme's advocacy efforts contributed to the overall improvement in funding to such countries. By December 2007, 13 countries had provided more than 0.1 per cent of their gross national income as official development assistance to the least developed countries. Total official development assistance to least developed countries doubled the aggregate in nominal terms, but is still below the target of 0.15-0.20 per cent of donors' gross national income. Debt relief was significant owing to the 100 per cent debt cancellation under the Multilateral Debt Relief Initiative and debt relief initiative for the heavily indebted poor countries. Foreign direct investment doubled, as did remittances. Preferential market access has improved but matters little because of its low utilization and the preference erosion under the most favoured nation treatment.

(c) *Enhanced coordination with United Nations entities and other international and multilateral organizations to increase the mainstreaming of the Brussels Programme of Action in their respective programmes.* Efforts to strengthen coordination and mainstreaming of the Brussels Programme of Action have generated results on several fronts. At the national level, all 46 least developed countries have designated national focal points; nearly all United Nations entities have mainstreamed the Programme of Action and regularly attended inter-agency consultative meetings on least developed countries-related issues. In particular, as a result of the efforts to prepare for the midterm review of the Programme of Action, 41 country reports were prepared, which was twice as many as the original target of 20. In light of the need for greater coherence under "Delivering as One", the existing coordination mechanisms at all levels are being fully utilized. Coordination also incorporates the principles as outlined in the triennial comprehensive policy review of the United Nations operational activities for development.

Subprogramme 2
Landlocked developing countries

10.3 (a) *Establishment of coordinating mechanisms for the implementation of the Almaty Programme of Action.* As a result of the subprogramme's efforts in awareness-raising, the landlocked and transit developing countries and their development partners increasingly recognized the developmental impacts of high trade transaction costs emanating from high transit transport costs. Fifteen of the Almaty Programme of Action coordinating mechanisms were established for the implementation. The increased importance countries attached to the impact of high trade transaction costs was also evidenced by 40 actions to facilitate border crossings and to reduce transit costs, surpassing the goal of 30 for the biennium 2006-2007.

(b) *Increased coordinated assistance for implementing specific actions in the five priority areas set out in the Almaty Programme of Action.* Ten joint programmes were implemented at the regional and international levels, involving both the landlocked and transit developing countries, as a result of increased awareness of how an efficient transit system is important to the effective participation of landlocked developing countries in the world economy. Room for further strengthened coordination in that respect still remains.

Subprogramme 3
Small island developing States

10.4 *Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States and outcomes of the international meeting to review its implementation.* The advocacy work undertaken by the Office of the High

Representative through diverse publications, panel discussions and special events raised awareness of the issues faced by the small island countries at the international and local levels, and of the urgency of the actions necessary to implement the Mauritius Strategy for the Further Implementation of the Barbados Programme of Action. In particular, the organization of discussions on climate change issues underlined the specific difficulties faced by the small island developing States. As a result, an increasing number of United Nations entities, other international organizations and donors accord special focus to small island developing States.

Section 11

United Nations support for the New Partnership for Africa's Development

Highlights of programme results

On average, 93 per cent (compared to 82 per cent in 2004-2005) of the recommendations of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa and on progress in the implementation of the New Partnership for Africa's Development (NEPAD) were endorsed by the General Assembly, showing increased support for Africa's development. A series of briefings and meetings on the reports have helped to increase international understanding of and support for Africa's development and the implementation of NEPAD, and contributed to building consensus on the next key steps, such as providing debt relief for the least developed countries, cutting agricultural subsidies and opening markets to African exports.

Following revision of the website of the Office of the Special Adviser on Africa, the average number of daily visits has increased to 509 from 416, reflecting increased awareness and understanding of African development issues and other key aspects that pertain to NEPAD. In October 2007 the daily visits reported during the General Assembly session climbed to 525. Those figures are projected to increase during the next biennium.

Notable progress in strengthening coherence and coordination within the United Nations system and between the United Nations entities and the regional/or subregional organization was demonstrated by 37 joint activities and nine memorandums of understanding, respectively.

Further details of programme results are available in the report of the Secretary-General on United Nations system support for NEPAD (E/AC.51/2006/6, E/AC.51/2007/4), the Secretary-General's progress reports on the implementation of NEPAD (A/61/212, A/62/203) and on the implementation of the recommendations contained in his report on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/61/213, A/62/204).

Challenges, obstacles and unmet goals

Despite the noted progress in harmonizing the work of various United Nations agencies which work on NEPAD-related issues, it remains a challenge for the Office of the Special Adviser on Africa to maintain the momentum of collaboration with the other United Nations agencies through the interdepartmental Task Force on Africa to ensure that the African agenda is properly reflected at high-level policy discussions and to provide the necessary assistance to those agencies to incorporate the NEPAD programme into their respective programmes of work.

The Office of the Special Adviser on Africa recognizes the need to strengthen its capacity in order to discharge its mandates in terms of monitoring donor compliance with the pledges made to Africa and advocating/liaising with the emerging partners for Africa, such as China, India and the Republic of Korea. Similarly, in view of its expanded mandate, the secretariat of the Regional Consultation Meeting at the Economic Commission for Africa (ECA) should be adequately resourced to enable it to effectively carry out its strategic coordinating role.

Output implementation rate

The above-cited results are based on the implementation of 98 per cent of 128 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 11)).

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

11.1 (a) *Increased international community support for Africa's development, in general, and to NEPAD, in particular.* Based on the number of resolutions adopted by Member States, for the biennium 2006-2007, 37 recommendations in the reports of the Secretary-General were incorporated into General Assembly resolutions on Africa, showing increased willingness by Member States to translate Office of the Special Adviser on Africa recommendations into agreed resolutions. The performance of the Office as measured by several other indicators was also in line with the target, showing increased support from the international community to Africa's development and to NEPAD in particular: a total of 103 activities were carried out by various United Nations entities in support of the development of Africa and 15 Member States were reported to have incorporated the relevant provisions of the Assembly resolutions on Africa's development in the formulation of their national development assistance agenda. Four major South-South forums (the second International Turkish-African Congress, the China-Africa Summit, the Republic of Korea-Africa Summit and the Bali Summit on Climate Change) were held in 2006 and 2007, reflecting significant progress on South-South and triangular cooperation.

(b) *Increased awareness of the link between peace and development in Africa.* Eighteen recommendations contained in the Secretary-General's report on the causes of conflict and the promotion of durable peace and sustainable development in Africa were translated into resolutions (see A/61/213 and A/62/204), surpassing the target of 10 recommendations. During the biennium, General Assembly discussions on Africa showed progress in increasing awareness of the link between peace and development in Africa.

(c) *Improved United Nations coordination in providing support to Africa's development.* The efforts of the Office of the Special Adviser on Africa to assist the Secretary-General in improving coherence and coordination of United Nations system support to Africa resulted in an increase of joint activities to 37. The Office anticipates that the number of joint activities will continue to increase in 2008-2009, as it has put in place plans to further strengthen collaboration with other United Nations entities through interdepartmental task force meetings.

(d) *Increased international awareness of Africa's development issues.* Increased international awareness of Africa's development issues and other key aspects of NEPAD was measured by progress in two respects: first, the number of visits daily to the Office's website increased progressively, to 416 visits daily in the month of December 2006 and 509 in December 2007, more than doubling from the base level of 2005; secondly, 420 civil society organizations were involved in the implementation of NEPAD, surpassing the target of 180 by a large margin.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

11.2 (a) *Enhanced coherence, coordination and cooperation among United Nations agencies in support of the implementation of NEPAD at the regional and subregional levels.* Progress made in enhancing coherence and coordination was evidenced by the targets of eight joint activities/or programmes at the regional level and the merging of seven overlapping programmes. The Regional Consultation Meeting met twice during the biennium and the secretariat of the Meeting at ECA was repositioned as a strategic coordinator. Leadership of the Regional Consultation Meeting was enhanced, coordination of the clusters was improved, interaction within and among clusters was increased and the focus of cluster activities was sharpened for greater relevance and effectiveness. Nevertheless, much remains to be done to improve overall performance. The recommendations made by the two Regional Consultation Meetings are available from www.uneca.org/nepad/.

(b) *Improved cooperation and coordination between United Nations agencies and African continental organizations (African Union, African Development Bank and the regional economic communities) for the effective implementation of NEPAD at the regional and subregional levels.* Progress in improving cooperation with African continental organizations was evidenced in the increased number of memorandums of understanding (7) between the United Nations and other African Union entities, and the four joint activities undertaken under those memorandums. There was increased participation of the African Union Commission and regional economic communities in the Regional Consultation Meetings and enhanced communication between ECA, the NEPAD secretariat, the African Union Commission and some cluster conveners. However, the subprogramme recognized the need for stronger commitment, leadership and institutional support to ensure the effective implementation of NEPAD at all levels.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

11.3 (a) *Improved quality and timely issuance of* Africa Renewal *and* Afrique Renouveau. The good quality of *Africa Renewal* was evidenced by the 95 per cent satisfaction rate according to the 2007 audience survey. Readers rated positively the content and the presentation of the magazine: well researched and written articles

(95 per cent), contains new information (99 per cent), and contains information not found elsewhere (89 per cent). The magazine contributed to raising understanding of Africa's key issues. Readers found useful coverage in a variety of areas, including economic and social issues (93 and 96 per cent, respectively), women's issues (88 per cent), environment and sustainable development issues (88 per cent), political issues (91 per cent) and NEPAD and other African issues (93 per cent). The magazine met the intended target for timeliness, though the production of the French version, *Afrique Renouveau*, depended largely on the availability of skilled translators and speed in the processing of contracts. In the meantime, it is recognized that the magazine faces the challenge of trying to meet the expectations of a diverse readership.

(b) *Enhanced awareness of key thematic issues covered by the information materials produced by the subprogramme, both in print and on the website.* The information materials provided by the subprogramme helped to raise awareness of key thematic issues of African development and the understanding of NEPAD. As shown by the 2007 reader survey in print and through an online facility, 98 per cent of the readers acknowledged that the information materials provided by the subprogramme had contributed to their increased understanding of the priority issues and of the basic aims of NEPAD (82 per cent). Ninety-nine per cent of the readers of *Africa Renewal* found information in the magazine not found elsewhere, showing that the subprogramme was instrumental in raising awareness of the key issues of Africa among the existing readers. The subprogramme also undertook several additional initiatives aimed at increasing the amount of material available about the United Nations and NEPAD to even larger audiences. Such efforts included a special issue of *Africa Renewal*, in both English and French, on the goals, achievements and challenges of NEPAD, collaboration with UN Radio on the dissemination of some of the stories in the special issue, as well as the placing of stories in major daily media in Africa and Asia. The efforts generated a positive response. The stories were reprinted 610 times in media in Africa and Asia. The subprogramme is now beginning to offer those pieces in Swahili, in Spanish to media in Mexico and Spain, and in Portuguese to media in Brazil and Portugal.

Section 12
Trade and development

Highlights of programme results

The major reports issued in 2006-2007 by the United Nations Conference on Trade and Development on trade and development, foreign direct investment, least developed countries and development of Africa were highly appreciated by Governments and widely covered by the media. At intergovernmental and expert meetings of UNCTAD, Member States explored policy options concerning trade and development issues, and conducted peer reviews and shared experiences on national competition and investment legislation.

To contribute to economic development and poverty reduction, UNCTAD continued to work with developing countries on ways to gain from trade negotiations, from foreign direct investment and from the changing commodities markets, among other issues within its mandate. Its technical assistance included 382 workshops and seminars for Government officials and policymakers worldwide in such areas as investment promotion, trade negotiations on services, the production of biofuels, or the use of e-commerce and information and communications technologies for development.

The Trade and Development Board conducted the midterm review of the Sao Paulo Consensus adopted at UNCTAD XI and acknowledged UNCTAD achievements in implementing the Consensus. The very active debate at the review enhanced the sense of collaboration between the secretariat and the Member States.

Challenges, obstacles and unmet goals

One of the major lessons was the need to enhance outreach efforts of UNCTAD programmes and their impact. As a non-resident agency, it is difficult to systematically monitor or follow up at the country level whether or not the implementation of UNCTAD policy recommendations and other international agreements was sufficient and to discern the needs of Member States first-hand, even though UNCTAD maintained working relationships with policymakers and experts on specific issues. To maximize the impact of its knowledge-based products and services, UNCTAD has initiated (a) networking with think tanks worldwide — in particular in developing countries — that directly support Governments' policymaking and (b) more proactive participation in country-level operations of the United Nations system.

Output implementation rate

The above-cited results are based on the implementation of 89 per cent of 1,462 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 12)).

Executive direction and management

12.1 (a) *Increased recognition by Member States of the relevance of UNCTAD work.* One hundred twenty-two countries took part in the annual meeting of the Trade and Development Board in 2006 and 108 in 2007, indicating that the work of UNCTAD remains relevant to the needs of Member States. Member States used the Trade and Development Board as a forum to explore related policy options and share experiences on issues of concern. UNCTAD members supported the strengthening of research and analysis as the backbone of its work to advance consensus on key development-related issues. Workshops and seminars conducted worldwide by UNCTAD helped translate some of its key messages into national policies and contributed to the increased capacity of developing countries to integrate advantageously into world markets.

(b) *Mandates are effectively implemented.* Of all the recommendations contained in the 2007 in-depth evaluation of one UNCTAD programme, only 94.5 per cent were implemented, falling behind the target of a 100 per cent implementation rate. Difficulties encountered in achieving the target concerned some administrative procedures over nearly 400 small trust funds. UNCTAD has taken measures to start consolidating the funds into larger thematic trust funds. It also recognized that a more structured mechanism for extracting and disseminating evaluation findings, as well as lessons learned, should be pursued to improve effectiveness.

(c) *Improvement in the mainstreaming of gender perspective in the work of UNCTAD.* An in-house Task Force on Gender was revitalized in 2006. The Secretary-General of UNCTAD chaired the Task Force to coordinate the organization's work on gender issues among divisions. The Task Force addressed the issue of gender mainstreaming in the UNCTAD work programme (for example, incorporating gender perspectives in medium-term plans, programme budgets, technical cooperation activities, analytical research and other related outputs) and 10 initiatives incorporating a gender perspective were undertaken in the biennium. On 2 July 2007, UNCTAD convened a meeting of the Task Force on Gender and Trade of the Inter-Agency Network on Women and Gender Equality, which catalysed other initiatives.

(d) *Programme of work is effectively managed and supported by staff and financial resource.* The Human Resources Action Plan in place represents an ongoing effort to improve the recruitment and placement of staff. A number of vacancies were open for longer than the usual time at the transition period before the new management came in, thus affecting the average time of a post remaining vacant. Vacancies that were opened and closed in 2007 remained vacant for an average of 154 days, slightly longer than the target of 140 days, but showing modest improvement from the last biennium. Expenditure compared to funds available was below target towards the end of the first year of the biennium, as there was an increase in meeting activities foreseen in early 2007. The resource utilization rate was 99.1 per cent at the end of 2007, reaching the target for the biennium.

Subprogramme 1
Globalization, interdependence and development

12.2 (a) *Better understanding of policy choices at the national and international levels and their implications for faster and more stable growth and poverty* *reduction in developing countries as a result of policy advocacy.* The analyses and policy recommendations related to this objective were discussed at the fifty-third and fifty-fourth sessions of the Trade and Development Board. With 41 endorsements of policy recommendations and/or acknowledgments of research findings by Member States, the target for the biennium was exceeded. Feedback from Member States confirmed that the *Trade and Development Report 2006* provided useful, relevant and timely data and analyses with regard to the interplay between trade, industrial, monetary, financial and institutional factors in the development process. The *Trade and Development Report 2007* contributed to increased understanding of the issues related to regional cooperation for development. The subprogramme recognized the usefulness of collaboration with other parts of the United Nations system, especially the Department of Economic and Social Affairs and the regional commissions, as well as with civil society. Such cooperation would be strengthened and expanded to include development think tanks.

(b) *Progress towards solving the debt problems of developing countries through better debt management and, as appropriate, debt relief.* In line with its 2007-2010 strategic plan, progress was achieved by the Debt Management and Financial Analysis System (DMFAS) programme in all the key areas, notably in capacity-building and the development of the latest version of the DMFAS6 software. Ninety-nine institutions from 66 developing countries and transition economies made use of and benefited from the system. The latest version of the system was installed in 26 institutions and 16 new projects were started. UNCTAD also assisted several countries in debt rescheduling negotiations with Paris Club creditors, organizing training workshops and study tours, and establishing an e-learning platform for developing-country debt managers to enhance their knowledge of debt sustainability analysis. The Secretary-General's report on the external debt of developing countries (A/61/152) was the basis for General Assembly resolution 61/188 on the matter. The project on capacity-building for debt sustainability revealed synergies that can be achieved by working on analytical and technical assistance in parallel, creating a positive dynamic for new areas of work that meet developing countries' demands.

(c) *Improved empirical and statistical foundations and informational base for decision-making at the national and international levels on trade, financial and economic policies and development strategies.* The central statistical service of UNCTAD contributed data to various work processes, including the Trade and Development Board, Commission sessions and the Working Party on the Medium-term Plan and the Programme Budget. UNCTAD published the *Handbook on Statistics, Commodity Price Statistics* and *Development and Globalization: Facts and Figures*. The new UNCTAD Statistical Information System contributed to the quality and scope of statistics produced and published, and was an effective tool for the implementation of the Principles Governing International Statistical Activities. The subprogramme focused on methodologies that contributed to harmonizing data collected from different sources. In the context of module 2 of the Joint Integrated Technical Assistance Programme (JITAP II), UNCTAD strengthened reference centres and national enquiry points, and helped Côte d'Ivoire to access United Nations documentation electronically. The improved data availability and quality was confirmed by the increased number of requests for such data from external users. On average, 25,000 information downloads were recorded every month.

(d) *Improved policy and institutional environment and enhanced international cooperation in the development of the Palestinian economy by strengthening UNCTAD activities in this field through the provision of adequate resources.* UNCTAD assistance to the Palestinian people was commended by the Trade and Development Board at its fifty-third and fifty-fourth sessions. The subprogramme provided technical assistance, research and policy advisory services in a number of areas, namely trade facilitation, small and medium-scale enterprise development, investment promotion, development strategies and trade policy. Eleven measures and policy/or project documents with contributions from UNCTAD were adopted by various public and private partners, surpassing the target of 10 for the biennium and contributing to the overall improved policy environment for international cooperation. UNCTAD involvement in the intergovernmental process and cooperation with international institutions promoted the awareness of needs for development and capacity development in the Palestinian economy. The interruption of extrabudgetary resources in 2006-2007 adversely affected UNCTAD assistance to the Palestinian people. The Israeli-imposed closure policy on the occupied Palestinian territory created political uncertainty and difficult field conditions, which also affected the implementation of the planned programme.

Development of Africa

12.3 (a) *Increase in the range of national and international policy choices to promote African development in the areas of expertise of UNCTAD.* The subprogramme published a series of reports providing analysis and policy recommendations on trade-related issues for policymakers in the African region. The reports included "Economic Development in Africa: Doubling Aid — Making the 'Big Push' Work" (2006) and "Economic Development in Africa: Reclaiming Policy Space — Domestic Resource Mobilization and Developmental States" (2007). A total of 251 endorsements of findings and recommendations as contained in the reports were identified from press articles, interviews and statements. The programme also trained African officials and provided advisory services to African Governments on issues relating to intra-African trade.

(b) *Increased utilization of services provided in support of NEPAD and various intergovernmental and inter-agency initiatives with regard to Africa.* In addition to the various contributions on NEPAD provided to United Nations Headquarters, the subprogramme provided input and analyses based on request from the NEPAD secretariat and other organizations whose work concerned African development and support for NEPAD. One such request was an external review of the United Nations system-wide cluster support for the implementation of NEPAD. The total number of requests reached 16, more than doubling the target of 6. The programme held a preliminary meeting with NEPAD at its headquarters to discuss further areas of cooperation with UNCTAD.

Subprogramme 2
Investment, enterprise and technology

12.4 (a) *Increased ability at the national level to discuss international investment issues and their development dimension.* The subprogramme provided regularly updated information to policymakers to improve their understanding of emerging foreign direct investment-related issues and policy options for development. The subprogramme's reports and data, in particular the *World Investment Report*, were recognized as authoritative statements on foreign direct investment flows and stocks, and foreign direct investment trends, leading to the receipt of requests to make keynote interventions and to organize workshops and seminars on related themes. Satisfaction with the services and products provided by the subprogramme was expressed 189 times, consisting of responses to readership surveys, letters, responses to workshop/seminar evaluations and book reviews. The subprogramme's technical assistance work on harmonizing foreign direct investment-related data culminated in a draft plan to create the Common Market for Eastern and Southern Africa (COMESA) — Foreign Direct Investment — Transnational Corporations Statistics Task Force for the region's 19 Member States. The draft plan was adopted in September 2007 in Lusaka, and was subsequently endorsed by the COMESA central bank governors and the Council of Ministers. It was noted that broader dissemination of data and analytical work of the subprogramme remained a challenge.

(b) *Better understanding of policies that will attract and benefit from foreign direct investment and technology transfer and the development dimension of international agreements.* Investment policy reviews for Colombia, Morocco, Rwanda and Zambia were presented to the international community and their recommendations were endorsed by the respective Governments. The importance of such reviews as a systemic tool for analysis of national investment policies was noted by the Group of Eight Summit, where it was stated that the reviews are "valuable mechanisms". Over 35 countries have benefited from advisory services on investment and capacity-building to promote and facilitate foreign investment. The series regarding issues in international investment agreements on international investment policies for development has constituted an important reference tool for policymakers. The 2007 in-depth external evaluation of UNCTAD investment advisory services found that the international investment agreement advisory work was "the most relevant, valid, efficient and effective UNCTAD intervention in the investment area". The subprogramme noted that the demands for technical assistance in investment promotion and international investment agreement-related activities, especially from least developed countries, was increasing and anticipated resources continued to be a constraint on the subprogramme for meeting all demands.

(c) *Improved opportunities for enterprises in developing countries and countries with economies in transition to enhance their competitiveness through deepened linkages between domestic and foreign firms and better understanding of emerging issues in accounting and reporting standards, corporate responsibility, transparency and good corporate practices.* The EMPRETEC (the Spanish acronym for *emprendedores* (entrepreneurs) and *tecnologia* (technology)) Africa Forum was launched to re-invigorate the programme in Africa. With the support of UNCTAD, Zimbabwe, Ethiopia and Uganda led the work on strategizing for resource mobilization, formulating an effective communications and marketing strategy and consolidating the country programmes. Of the 27 countries which installed EMPRETEC, 94 per cent confirmed the usefulness of the programme. Moreover, 291 experts from 93 Member States participated in the twenty-fourth session of the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting (ISAR). ISAR assists developing countries and economies in transition to implement best practices in corporate transparency and accounting in order to facilitate investment flows and economic development.

Installation of business linkages programmes progressed in Argentina, Brazil, Mozambique, Uganda, Viet Nam and Zambia, contributing to improved understanding of the benefits of foreign direct investment to the local economy through technology and technology transfers. The subprogramme recognized room for better coordination with the International Labour Organization (ILO) and the International Trade Centre on work to develop entrepreneurship and new means of creating interest and awareness by donors, Member States and entrepreneurs.

Subprogramme 3
International trade

12.5 (a) *Improved understanding and better ability of developing countries to analyse, formulate and implement appropriate trade policies and strategies in international trade, the international trading system and trade negotiations and improved capacity to meet the challenges of market access and entry conditions for developing countries' exports.* UNCTAD technical assistance and policy advocacy efforts contributed to increased ability of member countries to negotiate trade agreements and hence to the multilateral and regional negotiation processes, and facilitated the greater participation of developing countries, especially least developed and African countries, in the international trading system. An independent evaluation of UNCTAD assistance on accession to WTO noted that such activities are "relevant, focused and timely, pro-development and responsive to the changing needs of the beneficiary countries". Seventy-one per cent of the proposals submitted to the WTO Ministerial Conference were initiated by developing countries, reaching the target for the biennium. Beneficiary countries also took into account 30 policy recommendations advanced through UNCTAD technical assistance, outcomes of intergovernmental meetings and policy studies. The aforementioned evaluation report on UNCTAD technical assistance in WTO accession highlighted the need for predictable financing and availability of increased in-house staff, considering the growing need for assistance in pre-, during and post-accession phases.

(b) *Strengthened analytical, statistical and information base for trade and trade-related decision-making at the national, regional and international levels.* UNCTAD work on non-tariff barriers successfully resulted in the mobilization of the United Nations system agencies and other relevant organizations towards a coordinated and coherent approach to the definition, classification and collection of data on non-tariff barriers using the UNCTAD Trade Analysis and Information System (TRAINS) database. UNCTAD trade analysis tools, such as TRAINS-WITS (World Bank Integrated Trade Solution), have helped in identifying and addressing market access barriers and trade opportunities, and in promoting more informed participation in trade negotiations at the multilateral and regional levels. Over 12,000 licences were issued to users of WITS during the biennium. The widespread use of TRAINS, in particular by such major international organizations as the World Bank and IMF, and by numerous academic and research institutions, as well as private sector operators, attests to the recognition of its usefulness. The UNCTAD midterm review recommended the priority areas for improvement as follows: South-South trade; Trade and Development Index; adjustment to trade reforms; and support to the Group of Eminent Persons on Non-Tariff Barriers and its Multi-Agency Support Team.

(c) *Strengthened capacity of developing countries to integrate commodity production and trade into development.* UNCTAD undertook initiatives in the following areas: links between the commodity sector and poverty reduction; value chain approach; financing for the commodity sector; commodity exchanges; information and statistics; meeting market requirements and standards; metals and minerals; energy; and international cooperation on commodities. Those activities contributed to progress made in strengthening capacity in 20 member countries, reaching the target for the biennium. However the International Task Force on Commodities was not made operational owing to difficulties in mobilizing sufficient extrabudgetary support.

(d) *Improved capability of developing countries to identify and address competition and consumer protection issues and to deal effectively with restrictive business practices.* The important analytical role of UNCTAD in the area of competition law and policy work contributed to progress made in 14 countries in the preparation, adoption, revision and implementation of national competition and consumer protection legislation. The Intergovernmental Group of Experts on Competition Law and Policy confirmed the role of UNCTAD and requested further expansion of work in the area. Voluntary peer reviews (Jamaica, Kenya, Tunisia and the West African Economic and Monetary Union) were conducted, which made possible an exchange of views and best practices on the role which competition law and policy can play in complementing trade liberalization and reforms. UNCTAD anticipates the increased involvement of experts from developing countries experienced in competition and consumer law and policy in its future activities in the area.

(e) *Strengthened capacity of developing countries to pursue both trade and trade policy objectives and sustainable development objectives in a mutually supportive fashion in the context of the international trading system.* The subprogramme's four projects contributed to strengthened capacity of developing countries to: (i) engage in discussions and other relevant forums on environmental, health and foods safety standards and technical regulations, and conduct negotiations at WTO; (ii) address the policy issues implicit in the negotiations in the larger context of sustainable development and the Millennium Development Goals; and (iii) take measures at the national and regional levels aimed at enhancing the contribution of organic agriculture towards the Millennium Development Goals, taking into account such issues as food and environmental security, social and cultural benefits, and export opportunities. Developing countries have taken 90 actions, as recorded in the biennium 2006-2007 to reconcile the trade policy with sustainable development objectives at international forums. The subprogramme was in the process of streamlining its activities in the area, in particular with regard to the publication programme.

Subprogramme 4
Services infrastructure for development, trade efficiency and human resources development

12.6 (a) *Improved trade logistics of developing countries through, inter alia, strengthening of transport efficiency, trade facilitation and customs and legal frameworks.* UNCTAD conducted and disseminated its research and analysis on transport costs, liner shipping connectivity, fleet and seaborne trade developments, inland transport, maritime and supply-chain security, national implementation of internationally agreed rules and standards, administrative and legal issues affecting trade logistics and transport, the situation of landlocked developing countries, containerization and information and communications technology use in cross-border trade. UNCTAD workshops, round tables and expert meetings on such issues prepared developing country officials for trade facilitation negotiations at WTO and contributed to their awareness of trade facilitation and transport issues. Twenty-three specific actions were taken by member countries to improve transport facilitation. More countries, as compared to the last biennium, decided to adopt the Automated System for Customs Data (ASYCUDA), a computerized customs management system which covers most foreign trade procedures, as a customs modernization tool (currently in 90 countries, with 60 national, regional and interregional projects), resulting in trade facilitation and public revenue increases. It remained a challenge to engage sufficient political support at a high level to realize trade facilitation as a multidisciplinary and long-term activity.

(b) *Improved awareness and understanding by developing countries of the policy and strategy options of the economic applications of information and communication technologies*. UNCTAD research and policy analysis contributed to policy debates on the development dimensions of information and communications technology at various intergovernmental forums, including the meetings for the World Summit on the Information Society implementation and follow-up. The subprogramme's work increased the policymakers' awareness and knowledge of information and communications technology for development practices: free and open source software; e-business; e-commerce legislation; innovation policies; information and communications technology to improve livelihoods; and the information and communications technology policy review model framework. With UNCTAD assistance, the Lao People's Democratic Republic and Cambodia are expected to enact e-commerce legislation, and the East African Community and the Latin American Integration Association (ALADI) will be harmonizing regional e-commerce legislation. Developing countries took specific actions, such as adopting national strategic plans on information and communications technology and e-business strategies. A total of 29 such actions were reported, reaching the original target for the biennium. The UNCTAD XI Partnership on Measuring information and communications technologies for Development helped increase the availability of official statistics on information economy and obtained the endorsement of a core list of information and communications technology indicators by the United Nations Statistical Commission.

(c) *Strengthened human resources development capacity in developing countries in the fields of trade, investment and trade-supporting services*. The UNCTAD Virtual Institute on Trade and Development expanded its influence through more comprehensive resources and documents, and enlarged membership and training materials that provide curricular support. The TrainForTrade programme (a programme for strengthening training capacities in the field of international trade) developed new courses on sustainable tourism and further developed information technology tutoring, which in addition to the usual beneficiaries, were used by public and private stakeholders in developing countries. A new short training session on key issues on the international economic agenda was held for Geneva-based diplomats, a valuable addition to the six regional field-based courses. Eighty-six of the 128 participants (67 per cent) who attended the training of trainers were able to conduct their own training sessions in the biennium.

The 2006 and 2007 meetings of the Advisory Group on Human Resources Development stressed the importance of a long-term perspective for building sustainable local knowledge capacity and urged strong links between research and policymakers. The role information and communications technology can play in facilitating the dissemination of training materials and the exchange of ideas and experiences should also be further explored.

Subprogramme 5

Special needs of least developed countries, small island developing States and landlocked developing countries and the related special problems and challenges faced by transit developing countries

12.7 (a) *Increased analytical understanding and consensus in the global economy of the development problems of least developed countries, small island developing States and landlocked developing countries and the related special problems and challenges faced by transit developing countries, as well as structurally weak and small, vulnerable economies.* With regard to the review of progress in implementation of the Barbados Programme of Action, UNCTAD conducted periodic analysis and case studies with the aim of revealing the progress made and the remaining challenges. Such activities helped to sensitize the policymakers concerned and eventually to build consensus on actions required to address the development problems of least developed countries. An ad hoc expert meeting held by UNCTAD to review the current trade and development policies and strategies, and to examine strengths and weaknesses provided input to the mandated reviews and the Ministerial Meeting of Least Developed Countries. Sixteen policy actions were taken by countries in the biennium, exceeding the target of 7.

(b) *Better integration of trade policies and priorities in the national development plans of least developed countries through the implementation of the Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries.* The operationalization of the recommendations of the Enhanced Integrated Framework Task Force clarified ways to ensure levels and the predictability of funding and to enhance in-country capacity for the implementation and improve global governance structures of the Framework. Ten countries (Cambodia, the Lao People's Democratic Republic, Mali, the Niger, Rwanda, Senegal, Sierra Leone, the Sudan, Uganda and Vanuatu) made efforts to mainstream their trade policy and strategies into the national development plan, with UNCTAD assistance. The strengthening of country ownership through the pre-diagnostic trade integration study process ensured informed participation of the various national stakeholders in the process.

(c) *Increased analytical understanding of the problems of the least developed countries and research and policy analysis in support of them, including through the annual publication of The Least Developed Countries Report.* The subprogramme produced the annual *The Least Developed Countries Report.* The 2006 report analysed what productive capacities are, how they are developed and how their development leads to poverty reduction, and identified the strategic priorities for least developed countries and their development partners in the development of productive capacities. The 2007 report examined why science, technology and innovation policy matters in least developed countries and identifies national and international policy mechanisms to promote those areas. The policy analyses advocated for policy actions at the national and international levels to promote development and poverty reduction in least developed countries. No fewer than 17 countries, some of which spoke on behalf of their group, made 60 statements on the quality of the subprogramme's analytical work. The approach to development and poverty reduction elaborated in *The Least Developed Countries Reports* — which focuses on developing productive capacities and increasing productive employment — enabled a paradigm shift towards better national policies and international support measures for least developed countries. The annualization of *The Least Developed Countries Report*, without a corresponding increase in resources, posed a significant challenge.

(d) *Enhanced international cooperation to improve transit transport for the trade of landlocked developing countries, within a new global framework for transit transport cooperation for landlocked and transit developing countries*. The analytical work improved the understanding of issues of particular relevance to landlocked developing countries, such as regional aspects of transit traffic policies and key elements of the Doha negotiations, and contributed to the harmonization and strengthening of the positions of those countries vis-à-vis other countries on those and other relevant issues. The analytical work and advisory services contributed to the capacity-building process in landlocked developing countries and supported the exchange of best practices among them. Steps were taken towards breaking the deadlock in the negotiations of a transit traffic agreement between China, Mongolia and the Russian Federation. Moreover, the awareness by the international community of the needs of landlocked developing countries was increased as a result of UNCTAD policy advocacy in the area of transit transport.

(e) *Contribution to the follow-up to the international meeting on the sustainable development of small island developing States in 2005*. UNCTAD continued to support small island developing States in their efforts to bring the international community to follow up on several key economic aspects of the Mauritius Strategy, notably the question of graduation from least developed country status, and the plea for special international support measures in favour of small island developing States in the multilateral trading system. Three of the States that have been regarded by the United Nations as graduation cases (Cape Verde, Samoa and Vanuatu) benefited from UNCTAD advisory services at different stages of the graduation process, including towards a "smooth transition". A number of UNCTAD member States that are recognized as structurally weak, vulnerable and small economies and do not fall in the established United Nations categories (least developed countries, landlocked developing countries, small island developing States) received sustained attention from UNCTAD in 2007.

Section 13
International Trade Centre UNCTAD/WTO

Highlights of programme results

The International Trade Centre (ITC) has enhanced its ability to disseminate business-oriented information on international trade negotiations and policies to policymakers, trade support institutions and enterprises. Such information provides a platform for businesses to interact with trade negotiators on priority issues during negotiations. Those processes are greatly enhanced through the establishment of a number of networks that are supported by the Centre.

A significant number of trade strategies for export development (118) has been developed, contributing to stronger export-led growth in beneficiary countries. Those strategies have included such activities as the reinforcement of trade support institutions in the provision of efficient services to the business community and the implementation of ITC buyer-seller meetings and matchmaking activities. During the biennium, 1,136 new enterprises participated in those meetings and matchmaking, resulting in new exports exceeding $35 million. They contributed to the creation of employment in key sectors for poverty reduction.

Challenges, obstacles and unmet goals

The International Trade Centre is increasingly facing more diversified and sophisticated demands from the business sector in developing and transition economies. There is a need for improving the design of the Centre's technical assistance towards better positioning of its product portfolio to ensure enhanced services complementing those provided by other providers of trade-related technical assistance.

In 2008-2009, ITC will focus its efforts on three areas in relation to the development of trade-related strategies: (a) better pre-engagement preparation; (b) more field-level support to ensure that maximum capacity is created at the field level; and (c) continuing ITC intervention after the design phase and assistance through roll-out of projects and programmes based on the strategy in question.

Special emphasis will be placed on activities related to improving sector performance to increasingly shift from a product approach to a solution approach. ITC will better relate sector competitiveness efforts to the actual implementation of trade development strategies. In particular, such efforts will impact on the areas of services and gender-sensitive/labour-intensive industries because of their potential impact on poverty reduction.

Output implementation rate

The above-cited results are based on the implementation of 91 per cent of 258 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 13 and Add.1)).

Operational aspects of trade promotion and export development

13.1 (a) *Establishment of national core expertise in multilateral trading system issues involving a good understanding of products and market reality and potential.* The international coverage of the networks established and supported by ITC has reached a critical mass of 120 networks, which is just 1 network below the target established for the biennium. The role of this infrastructure is to disseminate at the individual country or sector level business-oriented information on international trade negotiations and policy, to create capacity through train-the-trainer methodology and to provide a platform for business to interact with trade negotiators on priority issues under negotiation. In sub-Saharan Africa, on which ITC focused its efforts, the number of networks accounted for 39 per cent of the total. The activities hosted and sponsored by those networks increased too, with 359 new meetings and 278 brochures, papers and presentations. Consultative meetings between business representatives and trade negotiators contributed to enhance the business sector dimension of negotiation positions. Meetings addressed needs in agriculture, technical barriers to trade, sanitary and phytosanitary measures, trade in services, intellectual property rights, trade and environment, market access and regional integration. The total number of activities reached 836, surpassing the target of 300.

(b) *Trade development strategies that take into account supply capacity and international demand and commercial practices.* ITC provided the methodologies and technical expertise enabling stakeholders to identify those priorities, and facilitated the establishment of a monitoring and management framework to ensure the successful development and implementation of export development strategies. One hundred eighteen new trade development strategies were developed and implemented during the biennium, falling slightly below the targeted 122. Thirty-nine per cent of those strategies were in sub-Saharan Africa and 36 per cent in the Asia and the Pacific region. Special emphasis was put on supporting the least developed countries that represent 46 per cent of all the strategies developed and implemented during the biennium. Eighty-seven per cent of the strategies focused on a specific sector. During the biennium, 17 new initiatives were carried out to support the use of electronic communications channels to increase exports. One particular area of success is related to the work done in 2006 for the Sri Lankan spice sector, with the formulation and implementation of a sector strategic document. That involved 200 stakeholders and resulted in 20 per cent growth in exports a year and a half later. ITC also assisted 45 countries in incorporating an "e-dimension" into their export strategies, surpassing the target of 29 for the biennium.

(c) *Reinforcement of trade support institutions in the provision of efficient services to the business community.* ITC has largely exceeded the target for the indicators of achievement corresponding to the reinforcement of trade support institutions in the provision of efficient services to the business community. During the biennium, 1,098 such institutions developed a relationship with the Centre that has been characterized by mutual cooperation and responsibility. That represented a substantial network of institutions in developing and transition economies. The increase of the Centre's network of trade support institutions in least developed countries (30 per cent of the total against 23 per cent for the biennium 2004-2005) was larger as compared to the last biennium. Trade support institutions also developed a high level of acquaintance with ITC: 46 per cent are "very familiar with ITC and its objectives", and 47 per cent are "somewhat familiar", according to the ITC clients' perceptions survey conducted in 2007. Similarly, 592 institutions applied international trade centre support tools during the biennium, showing an increase of 245 per cent from the level of the last biennium. That progress corresponds to the recommendation made in the 2006 joint evaluation of ITC to increase resources assigned to the trade support institution-strengthening area, which resulted in the decision to set up a trade support institutions-strengthening section in the Centre. Such efforts will be supported in 2008-2009 with the development and launch of a benchmarking scheme for trade support institutions.

(d) *Improved trade performance in selected product and services sectors.* During the biennium, 1,136 new enterprises participated in the ITC buyer-seller meetings and matchmaking activities, with special emphasis on enterprises of sub-Saharan Africa and Arab States, which represent, respectively, 30 per cent and 29 per cent of the total. As a result, new exports exceeding $35 million were generated and employment was created in key sectors for poverty reduction: aid relief items; cotton; fashion; food; leather; pharmaceuticals; and services. ITC buyer-seller and matchmaking activities have resulted in a network with 4,180 participating enterprises, slightly lower than the target for the biennium. As to the ServicesExportNetwork, 42 participants were active in 2006-2007. The total number of partner institutions (trade support institutions, ministries, universities and small and medium-scale enterprises) in developing countries that subscribed to the market analysis tools (either to one or all of the following tools: Trade Map; Product Map; Market Access Map; Investment Map; and the Personal Computer Trade Analysis System (PC-TAS)) was 130 in 2005. The total almost doubled by 2007, reaching 254 in 88 countries.

(e) *Increase in entrepreneurship and competitiveness at the enterprise level.* During the biennium, 257 enterprise associations in 74 countries applied ITC-developed support tools with the following geographical distribution: sub-Saharan Africa, 32 per cent; Asia and the Pacific, 33 per cent; Latin America and the Caribbean, 13 per cent; Eastern Europe and the Commonwealth of Independent States, 12 per cent; and Arab States, 10 per cent. The ultimate goal of the Centre is to increase entrepreneurship and competitiveness at the enterprise level through products and services responding to the specific needs of exporting enterprises, with the aim of making them more competitive. Those services are delivered with and through intermediary organizations by certifying trainers and programmes. Issues covered include enterprise management, procurement and supply chain management, quality and standards, export packaging, logistics and distribution, as well as marketing and business environment solutions. According to the ITC clients' perceptions survey conducted in 2007, 48 per cent of small and medium-scale enterprises use ITC products and services "frequently", while only 11 per cent do so "rarely". The ultimate goal in the area of enterprise competitiveness is for ITC support to lead enterprises to transact additional business, that is, to generate supplementary wealth through exports. ITC needs to continue its efforts to ensure

that its influence and support for enterprises makes them more competitive and successful in increasing their exports while achieving "export impact for good". The Centre is continuing to review its tools and advisory support to meet those requirements.

Section 14
Environment

Highlights of programme results

Greater cooperation on environmental problems was evidenced by the 134 countries that were actively involved in the assessment processes of the United Nations Environment Programme (UNEP) at the global, regional and national levels, directly involving 2,727 national and subnational scientists from various countries. The fourth Global Environment Outlook report was widely referenced in leading global media and the data portal recorded an average of 587,782 monthly visits and average monthly downloads of 294,386, attesting to an enhanced awareness of the work of the Programme. Total use of the UNEP website exceeded the targeted goal of 220 million web hits. Online Access to Research in the Environment has registered an enrolment of about 700 institutions from more than 50 developing countries. Increased participation in environmental assessments and reporting is attested to by 93 partnerships formalized with environmental institutions, contributing to the strengthening of assessment capacity at the global, regional and national levels, as well as fostering collaboration among partners. Capacities of member States in environmental law were enhanced through the development of 91 policy and legal frameworks and the finalization, by nine developing countries, of draft legislative bills that address environmental issues. New partnerships and agreements increased by 17 to a total of 72.

UNEP supported the development of 30 new policies and strategies that incorporate the urban environmental dimension at various levels through the Partnership for Clean Fuels and Vehicles. This partnership has brought the total number of countries that have phased out leaded petrol to 46, for which UNEP received a UN 21 Award. Investment in clean energy technology was mobilized through the creation by UNEP of, inter alia, a self-financing credit market in India, enabling 100,000 people in rural villages to finance the purchase of solar lighting systems. The report entitled *The Last Stand of the Orangutan* was mentioned in more than 1,300 direct news articles over a period of five months, with 28,000 sites referencing it. Regarding water management, the guidelines to promote the integrated water resources management road map was endorsed by 30 developing countries and regional and international organizations. The enhanced capacity of public and private organizations is evidenced by the fact that 4,900 organizations have been participating in the United Nations Global Compact. A total of 1,200 public and private organizations published sustainability reports using the guidelines of the Global Reporting Initiative. The fact that there are strong partnerships among global, regional and national stakeholders is attested to by the 18 collaborative arrangements that have been reached between UNEP, the secretariats of multilateral environmental agreements and national authorities. The UNEP Billion Tree Campaign resulted in 1.5 billion trees being planted worldwide.

Challenges, obstacles and unmet goals

The Programme's major challenge during the biennium was to reform the institution to ensure greater relevance to the priorities of countries, required of UNEP under the Bali Strategic Plan for Technology Support and Capacity-building, while simultaneously strengthening the scientific basis of UNEP. Several strides were made during the biennium to improve UNEP practices. A medium-term strategy was developed as a tool for the work of UNEP, allowing it to focus on results. The strategy included other institutional measures, such as the establishment of a multilateral environmental agreement management team to improve the Programme's responsiveness to such agreements. Other efforts under way include improvements in the areas of human resources management; mainstreaming gender into UNEP operations; the use of information and communications technology; and engagement in United Nations processes to deliver as one.

Output implementation rate

The above-cited results are based on the implementation of 93 per cent of 1,413 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 14)). Further details of programme results are available online (see the programme performance report for 2006-2007, the UNEP self-assessment of the Programme's performance; and the annual reports for 2006 and 2007).

Executive direction and management

Office of the Executive Director

14.1 (a) *Improved relevance of the work of UNEP to the needs of its member States.* Official documents show that the Governing Council sessions were attended by an average of 145 member States, representing approximately 76 per cent of the membership of the United Nations. The fact that the majority of delegations were headed at the ministerial level attests to the increased relevance of the work of UNEP to the needs of its member States.

(b) *The UNEP programme of work is effectively managed and supported by staff and financial resources.* The 2006-2007 work programme achieved an output implementation rate of 94 per cent, with only 4 per cent of outputs postponed. The enhanced management of UNEP is also attested to by the fact that voluntary contributions to the Environment Fund increased to approximately $128 million in 2006-2007. UNEP reduced the average number of days that a vacancy is posted in the Galaxy system from 214 in 2005 to 202 in 2007, and achieved a vacancy rate of 2 per cent for regular budget posts in 2007 — well below the target of 5 per cent. UNEP has reduced the vacancy rate for extrabudgetary posts from 18 per cent to 14.5 per cent, against a target of 10 per cent. The ratio of women to men in 2007 improved to 49:51, compared with 29:71 in 2006. Measures should be instituted to enhance monitoring mechanisms so as to reduce the average number of days posts are held in Galaxy.

(c) *The UNEP programme is effectively evaluated and evaluation and audit recommendations are implemented.* A review of records shows that 67 per cent of recommendations issued through evaluations have been implemented or are in the process of being implemented. The quality of recommendations improved, as can be noted from the decrease in the number of rejected evaluation recommendations, which dropped from 32 per cent in 2001 to 1 per cent in December 2007. Continued follow-up by the Evaluation and Oversight Unit resulted in a decrease in the percentage of recommendations held for three to four years without implementation. Of a total of 202 internal audit recommendations issued by the Office of Internal Oversight Services, since 1999, UNEP implemented 50 during 2006-2007. The overall UNEP implementation rate stands at 62 per cent. Evaluation findings were used for both the preparation of the work programme and the implementation plan for the Bali Strategic Plan mandated by the Governing Council.

United Nations Scientific Committee on the Effects of Atomic Radiation

14.2 *Updated assessments of the sources of exposure to ionizing radiation worldwide and scientific re-evaluation of the risk per unit exposure.* Five scientific annexes were approved for publication in 2006 that update information about radiation effects and re-evaluate the risk per unit exposure, reflecting 50 per cent progress against the target of 10 scientific annexes. At its fifty-fifth session in 2007, the Committee noted that the remaining five documents were not sufficiently advanced for publication. The three-year delay in completion — the result of lapses in the secretariat and a mismatch between expectations and available resources — has hampered the work of international bodies revising the international Basic Safety Standards for Protection against Ionizing Radiation and for the Safety of Radiation Sources.

Subprogramme 1
Environmental assessment and early warning

14.3 (a) *Enhanced awareness of and cooperation on environmental problems and emerging issues among Governments and the public to better support sustainability and survival, dignity and livelihood of individuals.* UNEP assessment findings have been referred to in media articles 738 times — 5 per cent above the target of 700. The publications most often referred to include the second *Africa Environment Outlook* report, the *Global Deserts Outlook*, *Africa's Lakes*, the fourth *Global Environment Outlook* report, *Global Outlook for Ice and Snow* and *One Planet Many People: Atlas of Our Changing Environment*. Records of online access to UNEP reports show an average of 90,130 monthly visits, exceeding the target of 36,000. Greater cooperation on environmental problems was also shown by the 134 countries that were actively involved in UNEP assessment processes at the global, regional and national levels, exceeding by 20 per cent the target of 112 countries. UNEP needs to integrate its assessments more closely into existing regional and national policy dialogues involving high-level ministries within regular environmental review cycles. Establishing an integrated rapport at the regional, national and city levels is a long-term process that requires long-term commitment and funding by UNEP.

(b) *Development of self-sustaining data and information systems to improve accessibility to credible and comparable data and use of indicators for better understanding and decision-making regarding environmental issues.* An average of 587,782 visits per month to the Global Environment Outlook data portal were recorded over the biennium, exceeding the target of 3,100 visits and representing an exponential increase from the previous biennium. On average, Global Environment Outlook data was downloaded 2,839 times per month over the biennium, against the target of 1,200. Regional subportals of the global data portal in Africa and Latin America feed into the ongoing assessments, as endorsed by the Council of Arab Ministers Responsible for the Environment and the Forum of Ministers of the Environment of Latin America and the Caribbean, with a view to moving towards more credible and comparable environmental data. UNEP needs to be involved in processes that define and outline a shared vision for environmental data standards so as to create greater comparability at the subnational, national and regional levels. Further collaboration in the regions as well as South-South networking are needed to develop regional indicators that make it possible to compare data, definitions and methods.

(c) *Increased participation or involvement in environmental assessment and reporting in developing countries and countries with economies in transition to better achieve the targets of the World Summit on Sustainable Development.* Increased participation in environmental assessment and reporting is attested to by the 93 partnerships formalized with environmental institutions and agencies, exceeding the target of 45 by 107 per cent. The partners are engaged in 51 national and city assessment processes and 16 regional and subregional processes, in addition to the global process represented by the fourth *Global Environment Outlook* report. A further 22 assessment partners are located in developed countries and support North-South collaboration. Training carried out through the partners has resulted in the incorporation into university curricula of integrated environmental assessment methodologies, including, in West Asia, through the Regional Organization for the Protection of the Marine Environment. Building the capacity necessary to carry out these highly participatory, science-based processes requires long-term commitment and collaboration on the part of both UNEP and its partners with a view to building scientific and technical knowledge and skills through training, the development of assessment manuals and the setting up of and support for data and information networks.

(d) *Strengthened capacity of international, regional and national institutions to analyse the biodiversity status.* A total of 15 partner institutions are involved in UNEP World Conservation Monitoring Centre assessment and capacity-building processes, exceeding the target of 12 by 25 per cent. This demonstrates collaboration and indicates that the analytical capacity of institutions has been strengthened in the areas of data collection methods, the standardization of tools and data dissemination. Collaboration with partners in building comprehensive data and information systems, especially the *World Database on Protected Areas*, a joint venture of the Monitoring Centre and the World Commission on Protected Areas of the International Union for Conservation of Nature, has resulted in more up-to-date information feeding into relevant intergovernmental forums on biodiversity.

Subprogramme 2
Policy development and law

14.4 (a) *Further development of environmental law, including the integration of the environmental dimension of sustainable development, and its implementation through effective participation of legal stakeholders.* The enhanced capacities of member States and the international community are attested to by the development of 91 policy and legal frameworks, an 18 per cent increase from the previous biennium and an 8 per cent increase beyond the target of 84. Within the framework of Montevideo Programme III, the Governments of nine developing countries finalized draft legislative texts and bills to address environmental issues, two subregions adopted international treaties that address environmental issues of common concern, one subregion prepared a draft protocol on regional seas and two global environmental conventions in the field of chemicals strengthened their respective regimes, attesting to the strengthening of environmental law.

(b) *Strengthened capacity of Governments and national, subregional and regional institutions, networks and coordinating mechanisms in the implementation of environmental policies, legislation and management practices.* UNEP has strengthened the capacities of 80 countries and institutions to implement environmental policies and legislation, exceeding the biennial target of 50 countries and institutions by 60 per cent. Accessibility to the knowledge base for the implementation and enforcement of environmental law was further enhanced through the ECOLEX portal, which provides law data and is operated jointly by UNEP, the International Union for Conservation of Nature and the Food and Agriculture Organization of the United Nations. By December 2007, four environmental education/training programmes and four training toolkits had been developed and made available through national education systems and institutions of learning. The Mainstreaming Environment and Sustainability in African Universities partnership has trained lecturers and educators from 32 countries and has been actively implemented in 65 institutions of higher learning in 16 countries. Furthermore, a toolkit on education for sustainable development innovations was downloaded 18,000 times.

(c) *Enhanced capacity of policymakers to respond to environmental challenges and internationally agreed development goals through the development of new and revised policy instruments, taking into account socio-economic concerns; and incorporating such policies at the national level into development strategies.* A total of 34 new policies and strategies have been developed at the national level, exceeding the target of 25 and suggesting the enhanced capacities of policymakers to respond to environmental challenges and internationally agreed development goals. As a result of the UNEP Poverty and Environment Initiative, 4 new or revised national policies in Africa incorporated the environmental dimension, compared with 2 in the previous biennium. In the field of the urban environment, UNEP supported the development of 30 new policies and strategies incorporating the urban environmental dimension at the national level through the Partnership for Clean Fuels and Vehicles. The partnership has brought the total number of countries to have phased out leaded petrol to 46 — an achievement for which UNEP received a UN 21 Award.

(d) *Improved engagement of major groups in the development and implementation of environmental policy and law.* The role of major civil society groups in the Governing Council/Global Ministerial Environment Forum was enhanced through their participation in the ministerial round tables organized during the Forum, in the plenary sessions of the Forum on globalization and in the mercury contact group. Given that 222 organizations were observers (compared with 181 organizations in 2006), the voice of the major groups is being increasingly incorporated into policy discussions at UNEP.

(e) *Enhanced understanding by all partners of the need to incorporate the environmental dimension in efforts to meet internationally agreed development goals, including those contained in the Millennium Declaration and the Johannesburg Plan of Implementation.* UNEP participation in intergovernmental working groups of the General Assembly dealing with management reform, mandate review and the establishment of the Human Rights Council and the Peacebuilding Commission, as well as the revitalization of the Economic and Social Council and United Nations development work, contributed to environmental considerations being reflected in a significant way in those reform measures and to the linking of environmental sustainability with development agendas and post-conflict reconstruction programmes. As a consequence, 16 resolutions, decisions, policy strategies and guidelines incorporating environmental objectives have been included in the outcomes of United Nations intergovernmental and inter-agency bodies, exceeding the biennial target of 7 and suggesting that there has been enhanced governmental support in this field and that environmental issues are increasingly being integrated into inter-agency cooperation. Changes in senior personnel and other human resources constraints have hampered the level of engagement in various intergovernmental and inter-agency activities. The increased emphasis by the Secretary-General and the General Assembly on climate change has forced a shift in resources within UNEP in New York.

Subprogramme 3
Policy implementation

14.5 (a) *Strengthened capacity of national and regional institutions, networks and coordinating mechanisms in the implementation of environmental management practices.* A total of 10 partnerships, collaborating mechanisms and networks have been engaged in implementing environmental management measures at the regional and subregional levels. The report entitled *The Last Stand of the Orangutan*, launched at the 14th meeting of the Conference of the Parties to the Convention on International Trade in Endangered Species of Wild Fauna and Flora, was mentioned in more than 1,300 direct news articles over a period of five months, with 28,000 sites listing its exact title. The report web link received 370,000 hits. In addition, the Great Apes Survival Project Partnership (GRASP) has been strengthened by nine new signatories to the Kinshasa Declaration on Great Apes. In South Asia, the International Coral Reef Action Network supported the development of five marine and coastal protected areas and facilitated the establishment of a regional coral reef task force. Finding a balance between the needs and priorities of the multi-stakeholder partnership while maintaining progress towards a common vision is a challenge for the GRASP partnership.

(b) *Improved participation, coordination and capacity at the international and national levels for the integrated management of water resources and protection of the marine environment.* The road map to promote integrated water resource management, a vehicle to help achieve the Millennium Development Goals, was endorsed by 30 developing countries, regional organizations, international financial organizations and donors. Four subregional networks supporting the implementation of integrated water resource management were established in West Africa, Central Africa, Central Asia and South-East Asia, and three partnerships for cooperation on developing integrated water resource management road maps were established in Latin America and the Caribbean. In Central Africa, 19 countries finalized their road maps with the support of UNEP. In its continued support to Governments for the development of national programmes of action for the implementation of the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities, improved participation, coordination and capacity has been enhanced in 70 countries, exceeding the biennial target of 40 countries by 75 per cent. In addition, six regional seas conventions have adopted protocols for the legal implementation of the Global Programme of Action and 10 partnerships on the successful implementation of sustainable sanitation services were developed, in line with the target. Furthermore, 11 regional seas conventions and action plans around the world developed regional strategies to tackle marine litter.

(c) *Enhanced capacity at the international, regional, subregional and national levels to prevent, reduce the risk of, prepare for and respond to environmental emergencies, and to conduct post-disaster/conflict assessments and clean-up.* Inter-agency collaboration between UNEP and the Office for the Coordination of Humanitarian Affairs in providing assistance to countries to reduce the risk of, prepare for or respond to environmental emergencies was completed 14 times, representing 70 per cent of the target. Following requests from Governments, UNEP provided environmental expertise and technical support to five conflict-affected countries (Afghanistan, Lebanon, Liberia, Somalia and the Sudan), as well as to Gaza, and disseminated four major publications (67 per cent of target) detailing findings. Based on those reports, seven national Governments requested follow-up support in building national capacity for environmental governance. During the biennium a total of eight projects (89 per cent of the target) were implemented to build the capacity of national counterparts.

(d) *In consultation with the secretariats and conferences of parties to the multilateral environmental agreements, enhanced synergies between regional seas programmes and other regional environmental agreements and UNEP, multilateral environmental agreements and intergovernmental organizations in developing and implementing joint programmes and activities.* Through 18 individual regional seas programmes, collaboration with other international organizations has enhanced synergies with multilateral environmental agreements by integrating specific criteria (e.g., biodiversity and climate change) into the implementation of the work programme. The 9th Global Meeting of the Regional Seas Conventions and Action Plans acknowledged the achievements and the actions taken towards the development and implementation of the ecosystem-based approach and sustainable development strategies. The global Regional Seas Programme is directing efforts at supporting individual regional seas programmes towards ensuring financial sustainability and using such donor support to mobilize domestic resources and establish investment funds in order to achieve individual goals.

Subprogramme 4
Technology, industry and economics

14.6 (a) *Enhanced ability of public and private sector decision makers and organizations to access, adopt and use environmentally sound technologies and to make informed choices about water resources management and energy production and use.* The enhanced ability of decision makers to gain access to and adopt environmentally sound technologies, as well as to make informed choices about water resources management, is evidenced by the preparation and implementation of integrated water resources management plans and strategies by 51 national Governments, against a target of 50 Governments. In addition, 25 local governments are implementing local-level initiatives on integrated water resource management. Investment in clean energy resulting from UNEP-initiated activities amounted to $105 million at the end of 2007 — a 50 per cent increase from the previous year and $5 million more than the target of $100 million. The efforts of UNEP should be seen as both a part of the global investment trend and a catalyst of it.

(b) *Increased understanding and implementation by public and private sector decision makers and organizations of environmentally sound management practices and tools, including cleaner production, sustainable consumption and prevention of and responses to environmental threats and emergencies.* Increased understanding and implementation of environmentally sound management practices was evidenced by the fact that 15 authorities in 29 countries introduced sustainable production and consumption policies and programmes, in line with the target. Greater political engagement and commitment was received for the Marrakech Process at the national and regional levels. In Latin America, MERCOSUR (the Common Market of the South) has joined the Process and has endorsed a sustainable consumption and production action plan, while the European Commission is in process of developing its own such action plan. At the national level, there has been engagement by Brazil, China and India. In line with the target, 10 new industry associations reported on the introduction of baselines and monitoring and reporting tools relating to sustainable development. The Global e-Sustainability Initiative is currently bringing together more than 20 leading information and communications technology companies to deal with issues relating to social, environmental and economic sustainability, with a recent focus on climate change and e-waste.

(c) *Progress made by countries and the international community towards ensuring that chemicals are used and produced in ways that lead to the minimization of significant adverse effects on human health and the environment.* The biennial target of one strategic approach to international chemicals management by Governments was achieved early in 2006 through the adoption of the Strategic Approach to International Chemicals Management, which provides a global policy framework calling for chemicals to be used in ways that minimize significant adverse effects on human health and the environment. By December 2007 there were 119 parties to the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade, exceeding by 8 per cent the target of 110; and 150 parties to the Stockholm Convention on Persistent Organic Pollutants, exceeding by 15 per cent the target of 130.

(d) *Enhanced capacity of public and private sector decision makers and organizations to integrate the environmental dimension of sustainable development into their economic, trade and finance policies and practices, including corporate environmental and social management.* The enhanced capacity of public and private organizations is evidenced by the fact that 4,900 organizations have been participating in the United Nations Global Compact, 96 per cent above the target of 2,500. A total of 1,200 public and private organizations published sustainability reports using the guidelines of the Global Reporting Initiative — 50 per cent more than the target of 800. The enhanced capacities of decision makers were further attested to by the establishment of two new public-private partnerships, the Sustainable Buildings and Construction Initiative and the Caring for Climate platform, launched by UNEP, the United Nations Global Compact and the World Business Council for Sustainable Development. The platform deals with climate change issues and was signed onto by 190 chief executive officers of companies from all regions of the world, including 30 on the *Financial Times* Global 500 list of companies.

Subprogramme 5
Regional cooperation and representation

14.7 (a) *Strengthened policy dialogue and cooperation among and between countries and institutions in the regions in addressing environmental issues of common concern and priority.* In all, 17 new partnerships and agreements were developed and implemented, focusing mainly on the capacity-building and development of regional legal mechanisms in the environmental arena. This brings the total number of partnerships to 72, exceeding by 3 per cent the target of 70.

(b) *Increased capacities of countries and regional bodies in the legal, policy and institutional areas to address environmental priority issues.* Countries agreed upon and implemented six new or reviewed regional and subregional environmental action plans, work programmes and strategies for a total of 22, exceeding by 5 per cent the biennial target of 21.

(c) *Increased support for international cooperation on the environmental dimension of sustainable development.* In line with the biennial target, growing support for international cooperation in the context of the environmental dimension of sustainable development was demonstrated through the development and successful implementation of 25 relevant new projects and programmes at the national, regional and subregional levels (9 in Africa, 5 in Asia and the Pacific, 3 in Latin America and the Caribbean, 4 in West Asia, 3 in Europe and 1 covering three regions).

Subprogramme 6
Environmental conventions

14.8 (a) *In consultation with the secretariats and conferences of parties to the multilateral environmental agreements, enhanced collaboration among multilateral environmental agreement secretariats supported by UNEP.* Enhanced collaboration among multilateral environmental agreement secretariats is evidenced by 40 collaborative activities among multilateral environmental agreements that are implemented with UNEP support. This represents a more than fourfold increase from the previous biennium and exceeds the target of 15 by 166 per cent.

(b) *Strong partnerships among global, regional and national stakeholders for the strengthening of linkages and synergies, including harmonization of reporting.* In all, 18 collaborative arrangements have been reached between UNEP, multilateral environmental agreements and national authorities, representing a threefold increase from the previous biennium and exceeding the target of 10 by 80 per cent. The modules developed under the project entitled "Issue-based modules for coherent implementation of biodiversity-related agreements for the implementation of multilateral environmental agreements" have assisted in the coherent implementation of the major biodiversity-related conventions at the national level, and received recognition from all five relevant biodiversity conventions, including the Convention on Biological Diversity, the Convention on International Trade in Endangered Species of Wild Fauna and Flora, the Convention on the Conservation of Migratory Species, the Ramsar Convention on Wetlands and the World Heritage Convention.

(c) *UNEP programmes take account of socio-economic driving factors in implementation of multilateral environmental agreements.* A review of records shows that seven joint programmes with multilateral environmental agreements incorporated the linkage between poverty and the environment — one short of the biennial target of eight programmes. UNEP support for the Economic Commission for Europe in developing the Rules on Payments for Ecosystem Services in integrated water resource management under the auspices of the Convention on the Protection and Use of Transboundary Watercourses and International Lakes has resulted in the strengthening of the implementation of the Convention following the adoption of those Rules by the parties, which attests to a continued focus on linking the environment and poverty-related issues.

(d) *Strengthened capacity of developing countries and countries with economies in transition in intergovernmental negotiations through implementation by UNEP of joint programmes with multilateral environmental agreements.* A total of 23 UNEP training programmes and workshops aimed at strengthening the capacity of developing countries and countries with economies in transition in the negotiation and implementation of multilateral environmental agreements were conducted, exceeding the target of 20 by 15 per cent. Regular working arrangements and contacts with the secretariats of multilateral environmental agreements have been critically important for undertaking joint capacity-building activities.

Subprogramme 7
Communications and public information

14.9 (a) *Better understanding of and engagement in environmental management by media, Governments, non-governmental organizations, professional bodies, major groups and the public at large.* A total of 9,770 clippings citing UNEP or the Executive Director were recorded from diverse media sources, exceeding by 108 per cent the target of 4,700 clippings. The UNEP website received increased traffic, exceeding by 21 per cent the targeted goal of 220 million web hits. Online Access to Research in the Environment has registered an enrolment of about 700 institutions from more than 50 developing countries, providing users access to its resources on environmental science literature and supporting the scientific environmental research community in developing countries. There is a need for a UNEP-wide website content management system to strengthen and streamline the Programme's identity, facilitate the production and distribution of online content, enhance the quality of such content and facilitate the implementation and maintenance of language versions.

(b) *Increased support for environmental management* was attested to by the 890 events organized by Governments, non-governmental organizations, civil society groups, professional associations and the private sector, as well as youth and sports organizations. This represents a 39 per cent increase from the previous biennium and exceeds by 19 per cent the target of 750. Analysis of World Environment Day records showed that there were over 874 individual initiatives and celebrations registered from over 100 countries around the globe. The Billion Tree Campaign target was reached and by December 2007 the tree-planting register showed that there were more than 2 billion tree-planting pledges and that more than 1.6 billion trees had been planted. The campaign was covered by more than 1,500 media articles around the globe.

Section 15
Human settlements

Highlights of programme results

The third session of the World Urban Forum, held in Vancouver, Canada, in June 2006, attracted over 10,000 participants from Governments, local authorities, civil society organizations, research and academic institutions and the private sector. Participants discussed ways and means of implementing the Habitat Agenda and attaining the human settlements-related internationally agreed development goals.

Empirical evidence of the scale and scope of urban poverty, urban deprivation and lack of safety and security was presented for the first time in two UN-Habitat flagship reports: the *State of the World's Cities 2006-2007* report and *Enhancing Urban Safety and Security: Global Report on Human Settlements 2007*. Both of those reports highlighted the need for Governments and the international community to focus on the social, economic and environmental consequences of rapid urbanization.

The Governing Council of UN-Habitat approved a sharply focused Medium-term Strategic and Institutional Plan for 2008-2013. The plan seeks to assist member States in attaining Millennium Development Goal 7, targets 10 and 11, and in achieving sustainable development through more sustainable urbanization.

The World Habitat Day celebrations of 2 October 2006 and 1 October 2007 on the themes "*Cities: magnets of hope*" and "*A safe city is a just city*", offered opportunities to reflect on how to improve the management of cities. World Habitat Day celebrations were held in more than 100 towns and cities in 110 countries.

The programme to reduce the environmental impact of urbanization in the Lake Victoria basin was expanded to 15 secondary urban centres in Kenya, Uganda and the United Republic of Tanzania. The Slum-Upgrading Facility intensified its application of innovative approaches to pro-poor housing and urban development in four pilot countries: Ghana, Indonesia, Sri Lanka and the United Republic of Tanzania. It has for the first time succeeded in incorporating an element of private lending to pro-poor upgrading projects. Cooperation and collaboration with the World Bank on *Cities Alliance* and the *Cities Without Slums* projects has intensified in Asia, Latin America, Africa and countries with economies in transition. The Global Land Tool Network, officially launched at the World Urban Forum in 2006, now includes over 20 United Nations agencies, non-governmental organizations and professional associations dedicated to pro-poor land and property rights and administration.

The period 2006-2007 witnessed the transition of several emergency response initiatives from early humanitarian response to capacity-building and policy change, notably in Indonesia, Iraq, Pakistan, Sri Lanka, Somalia and the Sudan, where initial projects devoted to relief have graduated to initiatives focusing on institution-building, policy development and reform.

Challenges, obstacles and unmet goals

The preference of donors to contribute earmarked resources continues to give rise to difficulties in ensuring effective and efficient implementation of the approved work programme, leading to distortions in programme priorities.

Output implementation rate

The above-cited results are based on the implementation of 91 per cent of 565 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 15)).

Executive direction and management

15.1 (a) *Enhanced policy coherence in the management of the human settlement activities of the United Nations system and strengthened relationship with key partners.* Policy coherence received a major boost through the adoption of the Medium-term Strategic and Institutional Plan. On the internal front, the Plan provides for new institutional arrangements to ensure greater programme alignment and coherence. The Plan also emphasizes the catalytic role of UN-Habitat within and outside the United Nations system. As a result, cooperation agreements were finalized with, inter alia, United Cities and Local Governments, the World Health Organization, the United Nations Children's Fund, the United Nations Population Fund, the United Nations Office on Drugs and Crime, the World Bank, the regional development banks and the private sector. Joint advocacy has resulted in urbanization and other urban issues being mentioned increasingly in national policies as well as in resolutions of the General Assembly and the Economic and Social Council.

(b) *Regular monitoring and evaluation of the implementation of the UN-Habitat work programme, 2006-2007.* Eight comprehensive progress reports were provided to the Committee of Permanent Representatives during 2006-2007. In addition, UN-Habitat conducted 6 independent evaluations during 2006 and 12 during 2007. This was an improvement on the 4 evaluations conducted in 2005 and contributed to improved programme performance, knowledge generation, accountability and organizational strengthening.

(c) *Improved access by key partners to current and relevant information on human settlements and UN-Habitat activities and enhanced public awareness of human settlements and urbanization issues.* Access by key partners to information on human settlements and UN-Habitat activities has improved. During 2006-2007, the number of visits to UN-Habitat websites containing data and data analysis increased to 6.5 million (excluding regional and country sites and pages with general information). On average, urban and human settlements issues were mentioned 18 times per week in the national media and 15 times per week in international media. This is a significant improvement on 2004-2005, when urban and human settlements issues were mentioned on average 5 and 3 times per week, respectively, in national and international media. A total of 473,175 UN-Habitat publications were distributed worldwide, an increase from the 60,000 publications distributed in 2004-2005. In all, 8,000 printed copies of UN-Habitat flagship publications were ordered, while 19,000 copies were ordered electronically.

Subprogramme 1
Shelter and sustainable human settlements development

15.2 (a) *Improved regulatory frameworks and capacities that provide: security of tenure, progressive realization of land, housing and property rights, and increased supply of higher quality affordable housing for the poor, including women and HIV/AIDS orphans, especially in slums.* The number of Governments and local authorities introducing and implementing slum-upgrading policies in line with the Millennium Declaration target increased during 2006-2007 to, respectively, 19 and 13. The number of Governments adopting regulatory frameworks for the progressive realization of land, housing and property rights, as well as women's rights, also increased, with UN-Habitat assisting 27 countries in adopting such frameworks (compared with 20 during 2004-2005). There has also been increased recognition of housing rights, with the number of Governments and local authorities introducing measures and policies to reduce forced evictions increasing to 19 in 2006-2007 from 16 in 2004-2005. The publication of reports on progress in and the challenges of slum-upgrading and on forced evictions are enhancing the awareness of countries in working towards achieving the Millennium Development Goals in the areas of improving living and shelter conditions in urban areas.

(b) *Improved capacity for delivering and managing affordable, reliable urban infrastructure and basic services, especially drinking water, sanitation, waste management and public transport.* UN-Habitat currently provides pro-poor water and sanitation to more than 47 cities and towns in Asia. As at the end of 2007, about 2.1 million people were estimated to have benefited directly from improved infrastructure and services. In Africa, as at the end of 2007, 18 cities in 15 countries had also benefited from improved capacity for water and sanitation. A total of 72 cities are implementing UN-Habitat-supported policies, strategies and programmes for increasing access by the urban poor to infrastructure, a significant increase over the 21 cities in 2004-2005.

(c) *Improved capacity for urban governance, including decentralization and subsidiarity, inclusiveness, stakeholder participation, partnership, transparency and accountability, citizenship, efficiency and effective local leadership.* Ministerial conferences on housing and urban development for Asia and Africa were attended by representatives of 70 countries, all of which adopted an enhanced framework of implementation for addressing housing and urban challenges. Guidelines on decentralization were also adopted by the twenty-first session of the Governing Council. By the end of 2006-2007, 110 cities and 51 countries were introducing and implementing policies, legislation and action plans and strengthening institutional planning and management arrangements for promoting good urban governance (an increase, compared with the 90 cities and 41 countries during 2004-2005).

(d) *Improved capacity for more environmentally sustainable urban developments that are safer and less prone to disaster and better able to manage post-conflict and post-disaster situations.* The number of Governments and cities working with UN-Habitat to promote environmentally sustainable urban development and safer cities also increased in 2006-2007, with 28 Governments and 165 cities working with UN-Habitat, compared with 21 Governments and 60 cities in 2004-2005. UN-Habitat continues to promote environmentally sound urban development and safer cities in close collaboration with UNEP, the United Nations Office on Drugs and Crime and the Disaster, Post-Conflict and Safety Section. Technical cooperation activities in these areas are ongoing in 144 municipalities in 26 countries. During the 2006-2007 period, 16 international conferences and 7 regional workshops were conducted to raise awareness about cities and climate change. UN-Habitat collaborated with 9 Governments and 20 cities in disaster management interventions, including initiatives in South-Eastern Europe, including Bosnia and Herzegovina and Kosovo, as well as in Peru, the Sudan, including Darfur, and Uganda. In addition, normative products were finalized during the reporting period, including the strategic policy on human settlements and crisis and the sustainable relief and reconstruction framework.

Subprogramme 2
Monitoring the Habitat Agenda

15.3 (a) *Expanded global systems for the collection, analysis, documentation and dissemination of data and information on human settlement conditions, trends, policies and practices.* The UN-Habitat global urban observatories network grew during 2006-2007, with 119 local, 1 regional and 22 national urban observatories in operation worldwide producing improved data on human settlements trends and conditions. There was an increase in the number of members of the Habitat Global Research Network who contributed to the Global Report on Human Settlements: 55 members contributed during 2006-2007 (compared with 10 members in 2004-2005), against the biennium target of 15. The number of active partners of the best practices and local leadership programme grew to 28 from 24 in 2005 in the identification and documentation of lessons learned from best practices in improving the living environment.

(b) *Enhanced capacity for mainstreaming gender, partnerships and youth concerns in human settlements activities.* More than 60 human settlements projects mainstreaming gender were assessed by the UN-Habitat programme review committee, compared with only 20 in 2004-2005. There were 43 networks and 9 regional coalitions with human settlements programmes that mainstream partnerships in 2006-2007, compared with 34 networks and 14 regional coalitions in 2004-2005. The number of human settlements programmes that mainstream youth concerns also increased to 18 in 2006-2007 from 10 in 2004-2005.

(c) *Better global awareness of sustainable human settlements issues.* Global awareness of sustainable human settlements issues improved during 2006-2007. There were 356 scientific and media reviews of UN-Habitat flagship reports and other publications in 2006-2007, compared with 70 in 2004-2005. The increasing demand for electronic copies of publications led the Publications Board to change its policy so that all publications could be made available electronically.

Subprogramme 3
Regional and technical cooperation

15.4 (a) *Enhanced capacity to implement human settlements policies, strategies and programmes with special focus on reduction of urban poverty and response to disasters.* During 2006-2007, national and local capacities to address problems of urban poverty increased. Over 80 countries in Africa, Asia and Latin America, including Arab States, are implementing housing and infrastructure development projects, as well as initiatives and strategies to reduce poverty, with the assistance of UN-Habitat and partners (compared with 40 countries in 2004-2005). The capacities have improved through guidelines, methodologies and tools to assist in the formulation and implementation of policies in the areas of housing, slum-upgrading and access to basic services, land management, the socio-economic integration of vulnerable groups, local leadership and linking reconstruction to development in post-disaster situations. The integrated capacity-building approach to post-disaster and post-conflict land management and administration, settlement planning and risk and vulnerability reduction is currently applied in collaboration with national agencies, bilateral donors and other United Nations agencies in tsunami-, earthquake- and flood-affected communities in over 15 countries in Asia and Africa.

(b) *Increased awareness of the global campaigns on secure tenure and urban governance, expanded knowledge of regional urban settlements management trends and development of policies to address these trends.* UN-Habitat global campaigns for secure tenure and urban governance, which have been merged to form the Global Campaign on Sustainable Urbanization, have increased regional and national awareness and in some countries have led to policy and institutional changes. During 2006-2007, more than 51 countries were applying the tools developed by UN-Habitat for implementing and monitoring reforms, and the number of regional partners contributing towards the preparation of flagship reports increased to 51 from 10 in 2004-2005, including several United Nations agencies. The Regional Urban Sector Profile Study has assisted Member States in identifying key institutional, legislative and structural issues and in facilitating response mechanisms for urban poverty reduction. More than 16 regional partners are participating in the analysis and dissemination of best practices in settlements management.

(c) *Improved ability of UN-Habitat to respond to requests for technical assistance and policy advice at the national and local levels.* The ability of UN-Habitat to respond to requests for technical assistance and policy advice at the national and local levels has improved. The number of countries benefiting from UN-Habitat technical cooperation activities increased during 2006-2007 to 80 countries (from 50 countries in 2004-2005). In addition, 45 countries are supported by Habitat programme managers to ensure appropriate incorporation of urban issues into the United Nations Development Assistance Framework and poverty reduction strategy paper processes.

Subprogramme 4
Human settlements financing

15.5 (a) *Strengthened United Nations Habitat and Human Settlements Foundation as an effective institution for the mobilization of financial resources for pro-poor human settlements development, particularly in developing countries and countries with economies in transition.* During 2006-2007, $137 million was raised for the United Nations Habitat and Human Settlements Foundation (compared with $69 million in 2004-2005).

(b) *Increased financial resources for human settlements development leveraged by the Foundation from domestic sources through strengthened domestic policies and mechanisms for financing housing and related infrastructure, particularly in developing countries and countries with economies in transition.* The Governing Council of UN-Habitat approved the experimental reimbursable seeding operations as a means of testing innovative approaches to mobilizing financial resources for pro-poor housing finance and urban development. This four-year experimental phase will provide a test bed for bringing pilot initiatives to scale.

(c) *Expanded partnerships and alliances between UN-Habitat and international and regional institutions to increase investments for improving human settlements for low-income people, particularly in developing countries and countries with economies in transition.* The number of partnerships between UN-Habitat and international institutions and the private and not-for-profit sectors to support slum upgrading is growing. By the end of 2007, UN-Habitat had established an additional 4 partnerships (making a total of 12 partnerships and alliances by the end of 2006-2007).

Section 16
International drug control and crime prevention and criminal justice

Highlights of programme results

Assistance provided to Government officials and criminal justice experts has been instrumental in achieving a high rate of ratification of universal legal instruments. At the end of the biennium, 104 countries had ratified the United Nations Convention against Corruption, 51 had adopted measures to implement it and more than 50 had incorporated its provisions into their national legislation and institutional systems; 147 countries had ratified the United Nations Convention against Transnational Organized Crime and its Protocols; 47 countries had taken steps to incorporate the provisions of treaties and conventions on the prevention of terrorism into their national legislation, 17 had passed new anti-terrorism legislation and at least 30 were in the process of drafting such legislation; and 121 countries had adopted new legislative measures to implement the provisions of drug control conventions.

The United Nations Office on Drugs and Crime played an important role in those achievements by implementing applied research, providing advisory services and conducting training activities. The Office was an important convening centre for discussion on these topics and the successful exchange of experiences and best practices among Member States.

Challenges, obstacles and unmet goals

As more countries ratify the conventions, there is a growing need to shift the focus of technical assistance activities from the primary phase of ratification support to the more complex phase of legislative implementation. The need for legal, technical and advisory services still exceeds the capacity of UNODC to deliver. There is also a need to develop new technical assistance tools and to refine existing ones to fully cover emerging issues, such as through new international legal frameworks against terrorism.

In order to ensure the effective implementation of monitoring systems, the international reporting system on crime and illicit drug production data should be further strengthened, and further consolidation of drug and crime programmes might be necessary to better address the needs of Member States.

Adequate funding of the core infrastructure of the United Nations Office on Drugs and Crime remains a critical issue. Informal consultations have been initiated with Member States to revise the programme's funding system in line with the recommendations of the Joint Inspection Unit contained in the report entitled "Voluntary contributions in United Nations system organizations: impact on programme delivery and resource mobilization strategies" (JIU/REP/2007/1).

Output implementation rate

The above-cited results are based on the implementation of 92 per cent of 1,413 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 16)).

Executive direction and management

16.1 (a) *Programme of work is effectively managed and supported by staff and financial resources.* The efficient management of the United Nations Office on Drugs and Crime is reflected in the results obtained by the Office during the biennium 2006-2007. Results-based management has been impressed upon Office managers, and improved and more frequent reporting — in particular for the field offices and to the Executive Committee — has had a positive effect on programme delivery. The Programme and Financial Information Management System improved the utilization of resources as well as the planning and organization of activities according to annual work plans.

(b) *Enhanced policy coherence in the management of the drug control and crime prevention activities of the United Nations.* The proactive and strategic approach to the leveraging of resources through partnering with other international organizations within the mandates of the United Nations Office on Drugs and Crime led to a higher number of partnership activities than planned (4 were planned for the biennium; 8 were implemented). They include a memorandum of understanding signed with the African Union, a report on crime and development in Central America, issued with the Inter-American Development Bank and the Organization of American States, a United Nations Office on Drugs and Crime/World Bank report on crime, violence and development, tools on juvenile justice indicators developed jointly with the United Nations Children's Fund and several other initiatives implemented during the biennium.

Subprogramme 1
Research, analysis and advocacy

16.2 (a) *Increased use of the evidence base by the international community to counteract drug, crime and terrorism problems.* The number of pages consulted and downloaded from the United Nations Office on Drugs and Crime website increased by 26 per cent during the biennium — 10 per cent higher than the target set. The number of websites linked to the Office website was 3,480 in 2005; at the end of 2007, the number had grown to 8,027, representing a 130 per cent increase and doubling the target of 4,300 links set for 2006-2007. In additional, the flagship publication, *World Drug Report*, received extensive media coverage, and an online database containing statistics on the major drug markets was launched during the biennium. This increase in the quality and availability of information has helped to strengthen the capacities of the international community in formulating and implementing policies in this area.

(b) *Increased assistance to Member States aimed at improving the quality of forensic laboratories for drug analysis at the national level.* The number of countries assisted by the United Nations Office on Drugs and Crime during 2006-2007 amounted to 120, below the target of 140 set for the biennium. The high turnover of staff may explain the shortfall. Nevertheless, significant progress was made towards improving the quality of scientific support at the national level to assist national drug-testing laboratories and law enforcement authorities. Office activities in this area included the development of guidelines and standards for scientific practices and the provision of direct assistance to laboratories. Efforts were also made to improve the integration of laboratories into national drug control systems.

(c) *Increased support for national drug control, crime prevention and criminal justice activities.* The number of partnerships and funding agreements signed with Governments, foundations, non-governmental organizations and private sector entities during the biennium 2006-2007 increased almost tenfold to 588, eight times higher than the target. This rapid increase augmented the overall resource mobilization base of the United Nations Office on Drugs and Crime and allowed it to achieve higher levels of programme delivery beyond the 2006-2007 agreed budget targets.

(d) *Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations as well as the relevant United Nations standards and norms in crime prevention and criminal justice.* The number of visitors to the United Nations Office on Drugs and Crime website during 2006-2007 (8.8 million) was almost double that of the previous biennium, and was 51 per cent higher than the target. Also during the biennium, the Office successfully launched its redesigned website: the technical basis and content were improved, and training and editorial assistance were provided to field offices for the improvement of their websites. The Office also supplied public information material on crime and drugs to the media, and issued public service announcements, interviews and feature stories that were broadcast on radio and television. The number of television and radio stations that broadcast Office spots went from 155 in 2006 to 100 in 2007.

(e) *Increased gathering and analysis of data on drug, crime and terrorism problems by the Secretariat with a view to enhancing the evidence base for use in programmes and activities of the United Nations Office on Drugs and Crime and by the international community.* The United Nations Office on Drugs and Crime continued to carry out policy-oriented research and to maintain and improve the collection of data on illicit drugs and crime. During 2006-2007, 10 per cent more information on illicit drugs and crime was available to the public and policymakers through UNODC publications and websites than in the previous biennium. Several analytical studies were also undertaken to improve countries' capacities to formulate policies and legislative instruments for the control of illicit drugs and the prevention of crime, including *World Drug Report*, *Crime and Development in Central America*, *Crime, Violence, and Development: Trends, Costs, and Policy Options in the Caribbean* and studies of illicit crop monitoring for countries including Afghanistan, Bolivia, Colombia, the Lao People's Democratic Republic, Myanmar and Peru. The Office is also assisting African countries in the production, collection and analysis of statistical information on illicit drugs and crime.

Subprogramme 2
Services for policymaking and treaty adherence

16.3 (a) *Enhanced quality of services provided for decision-making and policy direction by the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice, and the Conferences of the Parties to the United Nations Convention against Transnational Organized Crime and the Protocols thereto in force, as well as for the implementation of the work of the International Narcotics Control Board.* More than 90 per cent of the members of the extended bureau of the Commission on Narcotic Drugs, the International Narcotics Control Board, the Commission on Crime Prevention and Criminal Justice and the Conference of the Parties to the United Nations Convention against Transnational Organized Crime and the Protocols thereto in force expressed their satisfaction with the quality of the substantive and technical services provided by the Secretariat. These results represent a substantial increase compared with the satisfaction rates achieved during 2005 (60-75 per cent), and are above the target of 70 to 80 per cent established for 2007. In addition, all reports submitted to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice were presented on time and to the full satisfaction of representatives.

(b) *Increased accessions to and implementation of the United Nations Convention against Corruption, the United Nations Convention against Transnational Organized Crime and its Protocols and the international legal instruments against terrorism in all its forms and manifestations.* During 2006-2007, more than 60 countries signed or ratified the United Nations Convention against Corruption, increasing to 140 the number of signatory parties. More than 50 countries have also undertaken measures to incorporate the provisions of the Convention into their national legislation and institutional systems. The United Nations Office on Drugs and Crime played an important role in the increase in the number of States parties to the United Nations Convention against Transnational Organized Crime and its Protocols: at the end of the biennium, 147 countries and 140 parties had signed/ratified the Convention and each of its Protocols. Also during the biennium, 110 new ratifications by Member States of the universal anti-terrorism instruments took place, and at least 47 countries have taken steps to incorporate their provisions into national legislation.

(c) *Enhanced capacity of Member States to comply with the provisions of treaties and conventions on drugs, crime and the prevention of terrorism in all its forms and manifestations as well as to apply United Nations standards and norms in crime prevention and criminal justice.* The United Nations Office on Drugs and Crime developed checklists and questionnaires to elaborate assessment reports of countries' compliance with the provisions of treaties and conventions. At the end of the biennium, 25 countries had adopted new legislative measures to implement the United Nations Convention against Corruption, and 23 to implement the United Nations Convention against Transnational Organized Crime. At least 30 countries have draft anti-terrorism legislation in progress, and another 17 have already passed new legislation. Finally, 121 countries have adopted new legislative measures to implement the provisions of the drug control conventions.

(d) *Strengthened judicial cooperation among countries, especially in matters involving extradition and mutual legal assistance.* During 2006-2007, Member States made modest progress in the implementation of the provisions of the 1988

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances and the recommendations made by the General Assembly at its twentieth special session on judicial cooperation. Numerous legal, procedural and technical difficulties have limited the effective implementation of measures related to extradition and mutual legal assistance in many States. While a legal and procedural framework exists for this endeavour, differences in legal systems, the non-extradition of nationals, translation problems and delays constitute limiting factors.

Subprogramme 3
Technical assistance and advice

16.4 (a) *Strengthened capacity of Member States to deliver policies, strategies and actions in line with the drug control conventions and the Political Declaration adopted by the General Assembly at its twentieth special session devoted to countering the world drug problem in the six key areas of: drug demand reduction; the production, trafficking and abuse of amphetamines; the control of precursors; judicial cooperation; money-laundering; and the elimination of illicit crops.* At the end of the biennium, 125 countries had put demand-reduction strategies in place, and an increasing number are using agreed cooperation mechanisms, legal instruments and modern investigative techniques to curb drug production and trafficking. A total of 44 countries have created plans or programmes to eliminate illicit crops, and 88 have adopted measures to identify, trace, freeze or seize the proceeds of crime. In addition, 94 countries have adopted legislation against money-laundering, of which 50 have adopted precursor control legislation. Only 6 countries are providing alternative development assistance to farmers in need.

(b) *Strengthened capacity of Governments to reduce the main forms of transnational organized crime, including drug trafficking, human trafficking and money-laundering, within the framework of the mandate of the United Nations Office on Drugs and Crime.* At the end of the biennium, 35 countries had action plans to combat various forms of organized crime, of which 34 had established task forces to carry out the plans. In addition, 59 countries were compliant with international norms in this area, and 70 had established specialized anti-organized-crime and anti-human-trafficking units. Advancements were also made in establishing provisions for the forfeiture/confiscation of assets and the protection of victims and witnesses of crimes: between 2005 and 2006, 9 countries adopted measures of that nature. The United Nations Office on Drugs and Crime played a relevant role by working directly with Member States to strengthen their capacities to develop strategies and professional skills.

(c) *Strengthened capacity of Governments to reduce the main forms of corruption, within the framework of the mandate of the United Nations Office on Drugs and Crime.* During the second session of the Conference of States Parties to the United Nations Convention against Corruption, the Secretariat presented a report entitled "Self-assessment of the implementation of the United Nations Convention against Corruption", which indicated that by the end of November 2007, 51 countries had adopted measures to implement the Convention. The total number of States parties to the Convention is 107, which means that additional countries might have taken measures to implement the Convention but not reported the progress made to the Secretariat. In addition, 41 countries had created mechanisms for the recovery/return of assets and 51 had taken steps to ensure the existence of corruption prevention bodies.

(d) *Strengthened capacity of Member States requesting assistance to implement the universal conventions and protocols related to terrorism.* This category of activity pertains to the Division for Treaty Affairs, and is reported under subprogramme 2 above.

(e) *Strengthened capacity of Governments requesting assistance to pursue criminal justice reform in accordance with the United Nations standards and norms in crime prevention and criminal justice.* During the reporting period, 17 advisory missions were carried out to ensure implementation of standards and norms. A total of 35 countries were found to be applying United Nations standards and norms in the area of crime prevention and criminal justice.

Section 17
Economic and social development in Africa

Highlights of programme results

A major accomplishment was the convening of the fifth session of the Committee on Trade, Regional Cooperation and Integration of the Economic Commission for Africa (ECA) attended, exceptionally, by ministers and deputy ministers. Of particular significance was a discussion on the Accra Declaration, adopted at the African Union Summit, aimed at speeding up the integration process through the formation of an African Union government. The publication *Assessing regional integration in Africa* is in high demand as a major work of reference for guidance and a toolkit for member States, regional economic communities and other partners on Africa's integration challenges, best practices and solutions on a way forward. ECA organized high-level meetings on various modes of transport. Decisions were taken to enhance regional economic communities. Through its *Economic Report on Africa*, ECA has provided advice and disseminated best practices on how to improve macroeconomic policy analysis, with the 2007 report stimulating a great deal of interest and media attention. ECA contributed to the strengthening of the capacity of negotiators in the area of bilateral and multilateral trade. ECA has provided group training and technical assistance focused on major statistical operations. The African Peer Review Mechanism Support Unit has continued to provide technical advisory services to and cooperate with the secretariats of the New Partnership for Africa's Development (NEPAD) and the African Peer Review Mechanism, as a strategic partner in the Mechanism process. ECA provided technical assistance to member States to develop capacity in the use of the African Gender and Development Index. The national gender and development index reports provide valuable data and information for NEPAD and the African Peer Review Mechanism. The first comprehensive *Africa Water Development Report* was launched in 2006.

At the subregional level, policy advocacy and research, as well as increased operational activities, were undertaken to promote trade and trade facilitation, macroeconomic convergence and infrastructure development for advancing Africa's regional integration agenda. The process of strengthening ECA subregional offices, which began in 2006, resulted in a markedly stronger subregional presence by ensuring that those offices provided effective leadership in shaping the agenda of ECA at the subregional level. The subregional offices worked closely with major regional economic communities to identify and promote specific subregional priorities and programmes. To cement this delivery modality, all subregional offices were engaged in the process of signing partnership agreements on multi-year programmes with major regional economic communities. For example, consultation in North Africa with the Arab Maghreb Union and the Community of Sahelo-Saharan States focused on knowledge management, with particular emphasis on a knowledge management observatory for regional integration. The subregional office for West Africa engaged in networking among the regional economic communities, intergovernmental organizations and non-governmental organizations on knowledge-sharing on poverty reduction strategy, gender and climate change adaptation policies. A road map involving the private sector, national administrations and regional institutions was adopted to improve the business climate in Central Africa. A joint resource mobilization strategy on the transport master plan was adopted between the Economic Community of Central African States (ECCAS), the Economic and Monetary Community of Central Africa (CEMAC), the Banque de développement des États de l'Afrique, the subregional office for Central Africa and member States. Specific policy recommendations were adopted on subregional development issues such as convergence policy, food security, sustainable development and efforts to achieve the Millennium Development Goals in Central Africa based on the recommendations of the subregional office. Efforts are being made to strengthen partnerships through the implementation of multi-year programmes with key partners and stakeholders in southern Africa, including the Southern African Development Community (SADC), the NEPAD secretariat and the Development Bank of Southern Africa. In East Africa, the subregional office focused on policy convergence in the East African Community, the Economic Community of the Great Lakes Countries and the Common Market for Eastern and Southern Africa (COMESA) and on the signing of a number of memorandums of understanding as part of the modalities for collaboration with major regional economic communties on the multi-year programmes.

Challenges, obstacles and unmet goals

There is a need to further strengthen partnership with the African Union Commission and the African Development Bank to assist member States in addressing issues of critical importance for food security and sustainable development. Further strengthening of inter-agency collaboration within the United Nations system with regard to key sustainable development challenges, especially climate change, is also needed. There is a need to establish better knowledge-sharing within ECA and with other organizations, policymakers and research institutions in order to bridge research and development policy gaps and to find more effective ways of transmitting policy recommendations and lessons learned to policymakers. Thus the process that was revived with the third African Knowledge Network Forum should continue. The need to scale up support to African countries in the area of trade, in particular trade negotiation, is emphasized, as many African countries suffer from considerable capacity constraints. Government leadership in developing an information and communications technology strategy with the participation of all stakeholders is also required, especially in view of the pervasive and cross-cutting nature of information and communications technology and the attendant impact on socio-economic development. There is also a need for continued dialogue and the sharing of views among policymakers, investors and other stakeholders in order to meet the challenges of developing the information and communications technology sector. The fact that there are several regional economic communities in the subregions

with overlapping roles and functions hampers their ability to deliver on information society issues. Lack of political commitment to implement adopted protocols and decisions often undermines progress in certain areas. Trade facilitation also continues to be hampered by infrastructure deficiencies and roadblocks.

Output implementation rate

The above-cited results are based on the implementation of 95 per cent of 325 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 17)).

Executive direction and management

17.1 (a) *Programme of work is effectively managed and supported by staff, financial resources and cooperating partners*. ECA continued to effectively manage the programme of work, staff and financial resources during 2006-2007. As of the end of the biennium, 93 per cent of outputs were implemented and 98.1 per cent of the biennial resources were utilized. The vacancy rate dropped from 16.7 per cent to 8.8 per cent as at 31 December 2007. Efforts were made to improve geographic distribution and gender balance, with a slight increase in the number of women as a proportion of all staff (women comprised 28.6 per cent of staff in 2007 compared with 26 per cent in 2006). There was a decrease in the average time taken to complete recruitment, from 178 days to 128.7 days (against a benchmark of 120 days).

(b) *Improved collaboration to enhance Africa's development agenda*. ECA successfully organized the fifth African Development Forum and the "Big Table" dialogue, a high-level partnership forum to enhance Africa's development. The African Development Forum and the "Big Table" initiative presented unique avenues to advance African-driven development agendas through dialogue and to mobilize consensus and partnership around African stakeholder goals. The fifth African Development Forum was convened in November 2006 on the theme "Youth and leadership in the twenty-first century". Young people attending the Forum had frank exchanges of opinion with political leaders. The Forum closed with the adoption of a consensus statement vowing, inter alia, to enhance youth capacity and empowerment. The "Big Table" initiative was designed by ECA to promote frank and constructive dialogue between African sectoral ministers and their counterparts in the Organization for Economic Cooperation and Development. The event was organized by ECA in collaboration with the African Union and the African Development Bank with the objective of advancing discussions on meeting the challenge of making natural resource extraction a cure rather than a curse for African development. Ministers from Ethiopia, Ghana, Liberia, Rwanda, the Sudan and Uganda attended the meeting. The meeting called on African countries to undertake the political and economic reforms needed to place their economies on a path of sustainable and inclusive development while external partners invest in the resources sector through aid, debt relief and market access.

(c) *Enhanced policy coherence in the management of the economic and social activities of the United Nations system in Africa*. ECA made progress in enhancing the coherence of United Nations support at the regional level. For instance, the regional consultation mechanism has been expanded on the basis of the recommendation of the seventh Regional Consultation Meeting to include non-United Nations agencies such as the African Union Commission. In November 2007, the eighth Regional Consultation Meeting, chaired by the Deputy Secretary-General of the United Nations, took far-reaching decisions on how to deepen its work and, in particular, agreed that its nine sectoral clusters should draw up business plans and align their activities more closely with the programmatic structure of the Commission.

(d) *Increased awareness of ECA activities and research findings*. During the biennium, ECA created a new unit that brought together the key downstream elements of the publications production chain (editing, proofreading, translation, layout, design and printing). Following this change, the ECA flagship publication *Economic Report on Africa* was produced in a timely manner for the 2007 Conference of Ministers and widely disseminated. ECA also issued more than 40 press releases and media advisories during 2006-2007, made available to national, regional and international media via facsimile and e-mail and on the ECA website. Media liaison and communications support were provided to major ECA meetings, and coverage of media stories on ECA flagship activities were compiled and published on the ECA website. ECA also redesigned its main Internet and Intranet pages to increase ease of access to ECA information, facilitating better communication of ECA activities.

Subprogramme 1
Facilitating economic and social policy analysis

17.2 (a) *Improved capacity of Member States to design, implement and monitor pro-poor development policies consistent with internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992 and the priorities of NEPAD*. Thirty-two African countries recorded improvements in growth and macroeconomic stability in 2007 relative to 2005. These positive outcomes were due partly to Africa's continued efforts to design and maintain sound macroeconomic policies. For example, 25 countries had lower inflation rates in 2007 than in 2005. ECA has given advice on how to improve macroeconomic policy analysis and incorporate best practices through its publications, especially the *Economic Report on Africa*, which was presented at the annual Conference of African Ministers of Finance, Planning and Economic Development and for which appreciation was expressed by delegations from almost all African Member States. Six countries and regional institutions have put in place policies and initiatives for prudent fiscal and debt management and resource mobilization. The joint ECA-African Development Bank annual African Economic Conference, held in November 2007, was attended by more than 500 participants. It provided a forum for exchange of knowledge among African economists and policymakers and contributed to improvements in the quality of economic policymaking in Africa.

(b) *Enhancement of the statistical capacities of African countries for better economic management and tracking progress towards the achievement of* *internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992*. During the biennium, ECA carried out several activities aimed at increasing the capabilities of national statistical offices. ECA produced the *African Statistical Yearbook 2006*, using data collected from national statistical offices and subregional organizations, and developed and maintained a regional statistical database. Those initiatives constitute an authoritative source of statistical data on African countries, facilitating economic management and decision-making. ECA and partners convened the second Forum on African Statistical Development in February 2006. ECA also conducted a series of training workshops and expert group meetings focusing on the coordination and harmonization of statistical activities, including enhancing the capacity of States members of SADC and the Economic Community of West African States (ECOWAS) to compile Millennium Development Goal indicators in line with internationally accepted methodological standards. There was an increase in the number of policies and programmes for statistical development during 2006-2007 as well as in the number of African countries that established units in their national statistical offices for tracking progress towards the achievement of internationally agreed development goals. By the end of the biennium, 28 countries had improved policies and programmes for statistical development and management, which in turn facilitates better policy planning and analysis, economic management and national development.

Subprogramme 2
Fostering sustainable development

17.3 *Improved national capacity for formulating and implementing effective policies and programmes in the areas of agriculture and food security; science and technology; population; human settlements; and natural resources and the environment, consistent with the goals set in the United Nations Millennium Declaration and the relevant provisions of the Johannesburg Plan of Implementation adopted at the World Summit on Sustainable Development*. Through its awareness-raising, advisory and training activities, ECA continued to improve national capacities for formulating and implementing effective policies and programmes in the areas of agriculture and food security; science and technology; population; human settlements; and natural resources and the environment. During the biennium there was an increase in the number of policies and programmes formulated for achieving sustainable development in Africa, from 21 in 2005 to 27 by the end of 2007. There was also an increase in the number of African countries incorporating the nexus issues in national policy frameworks and development programmes to 18 (from 15 in 2005).

Subprogramme 3
Strengthening development management

17.4 (a) *Enhanced capacities of African countries to formulate policies and programmes to strengthen institutions of governance*. There was an increase in the number of policies and programmes that have been established for strengthening the institutions of governance. By the end of 2007, 14 African countries had established governance programmes aimed at strengthening governance institutions (compared with 5 in 2005). In support of these programmes, ECA published technical papers, convened ad hoc expert group meetings and provided national practitioners with opportunities to share their experiences and best practices. The *African Governance Report* has become an effective and credible monitoring mechanism for governance. To this end, ECA carried out 13 training workshops for the nine new countries joining the process in the context of the second report with a view to building up national capacities and providing guidance to partner national institutions. Comments received from the participants in the launch and validation workshops clearly show that ECA addressed a crucial topic and that its work has been commended and supported.

(b) *Improved legislative and policy environment for ensuring greater participation of stakeholders in the development process*. ECA has established a solid partnership with the relevant African non-governmental organizations and other stakeholders working on governance issues. Two important events in this regard were the African Civil Society Forum, held in collaboration with other African organizations and institutions, and a workshop on the African Peer Review Mechanism for civil society. Both activities contributed to an improvement in the policy environment by promoting a sense of responsibility and partnership among the private and public sectors and civil society for the formulation and implementation of policies. The number of policy frameworks and programmes established for increasing stakeholder participation in the development process increased to 11 during 2006-2007 (from 4 in 2005). ECA also organized a number of training workshops to improve stakeholder participation in the development process.

Subprogramme 4
Harnessing information for development

17.5 (a) *Improved capacity of African countries to formulate, implement, coordinate and evaluate policies and strategies for information for development*. As a result of ECA technical assistance in 2006-2007, 10 countries were able to initiate and/or continue consolidating their national information and communications technology policy processes and 3 countries finalized the process and are now implementing their information and communications technology plans. The number of countries that embarked on the process of formulating and implementing information and communications technology plans during the biennium increased to 11. ECA has also been providing assistance to member States in developing national spatial data infrastructure, including stakeholders' workshops on the establishment of steering committees and reviewing drafts of policy documents to integrate such infrastructure into national information and communication infrastructure. Finally, the number of regional agreements and initiatives relating to information for development increased to 11 during the biennium 2006-2007 (from 6 at the end of 2005).

(b) *Improved availability and use of information for development at the national, regional and subregional levels*. ECA substantially increased the number of development information resources that were disseminated over the Internet and during face-to-face events during the biennium 2006-2007. More than 50 information and knowledge resources were created and disseminated among stakeholders, including 3 video programmes and 20 issues of a monthly bulletin. Ten new online discussion groups were also established, with more than 1,000 members participating. A new Internet portal providing information on best practices in the use of information and communications technologies for the delivery of Government services was created, as was an Internet Millennium Development Goals' monitoring system to allow for an online comparison of progress made by African countries towards the achievement of the Millennium Development Goal targets. Site statistics show that the site has received 7,255 page hits, with 3,425 maps being generated online. The relevant parts of the ECA website were viewed 2.3 million times by 405,062 visitors. There was also a greater variety of information society actors at the national, regional and subregional levels, with more than 200 stakeholders actively involved and engaged in activities during 2006-2007 aimed at building their capacities in information for development.

Subprogramme 5
Promoting trade and regional integration

17.6 (a) *Improved capacity of African countries to participate effectively in bilateral and multilateral trade negotiations*. During 2006-2007, ECA continued to contribute to the proactive and constructive participation of African countries in bilateral and multilateral trade negotiations. Not only are a larger number of African countries participating in trade negotiations under the Doha Round, but, more importantly, they have been very proactive, defending their interests and making several submissions to various negotiating committees and organs of the Word Trade Organization (WTO). Accordingly, more countries (nine, compared with four in 2005) were able to adopt better-informed positions on trade-related issues and issues concerning the WTO. In addition to research and technical assistance, ECA also provided training workshops to trade officials and experts, enabling them to better assess the implications of trade agreements on their individual countries, especially in the context of the EU economic partnership agreements.

(b) *Strengthened national capacity for policymaking in the areas of trade for development and regional integration*. The activities of the subprogramme have contributed to some important developments: (i) the 2007 the Economic Community of West African States Summit reaffirmed the commitments of member States to comply with the macroeconomic convergence criteria through strict budgetary discipline and structural reforms; (ii) the 2006 summit of the Common Market for Eastern and Southern Africa commended the Comoros and the Libyan Arab Jamahiriya for joining the COMESA Free Trade Area and called on all member States not yet participating to join them; (iii) the 2006 summit of the Southern African Development Community decided to make the Community a free trade area by 2008 and a customs union by 2010; and (iv) the African Union Summits in Banjul and Accra adopted a number decisions in support of strengthening the continental integration agenda, including in the areas of transport, water, energy and Information Communications Technology. ECA has been an active participant in these developments, providing applied research, technical assistance and training and organizing meetings between regional actors.

(c) *Increased national capacity to adopt policies and programmes for rationalizing and streamlining the regional economic communities and other institutions of regional integration in Africa*. ECA conducted field missions to 26 African countries for consultative meetings on the rationalization of regional economic communities during 2006-2007. ECA also published the second edition of *Assessing Regional Integration in Africa* in June 2006 to focus attention on the problem of the multiplicity of regional economic communities and overlapping membership. That report, together with the advisory missions, led to a final decision by the African Union Summit in Accra in July 2007 not to recognize any more regional economic communities beyond the eight currently recognized by the African Union. ECA also helped to increase awareness and strengthen the capacity of member States in the promotion of energy pools, the application of integrated resource planning tools for the development of least-cost power in the context of sustainable development and the integrated management of shared natural resources.

Subprogramme 6
Promoting the advancement of women

17.7 (a) *Enhanced capacity of Member States to formulate and implement gender-sensitive policies and programmes for accelerating progress towards gender equality and reducing poverty.* During 2006-2007, ECA provided technical support and capacity-building training for member States and regional economic communities to formulate and implement gender-sensitive policies and programmes for accelerating progress towards gender equality. There was an increase in the number of countries that were either reviewing or developing policies, defining plans of action and acquiring skills to address women's empowerment and gender equality (as defined in the Beijing Platform for Action). By the end of the biennium, 17 member States had adopted and were utilizing policy options for mainstreaming gender into their policies and programmes, and 7 countries were developing plans of action for the implementation of the document entitled, "Outcome and the Way Forward", adopted at the seventh African Regional Conference on Women (Beijing +10).

(b) *Enhanced capacity of policymakers and other stakeholders in the use of tools and methodologies for ensuring gender-responsive policies and programmes.* There was an increase in the number of countries adopting tools and methodologies for the development of gender-responsive policies and programmes during 2006-2007. By the end of the biennium, 33 countries had adopted such tools (compared with 12 in 2005). One of the most important of these tools is the African Gender and Development Index, which is being used by 12 countries for monitoring their own performance in implementing their gender equality commitments. In addition, ECA — in partnership with the Division for the Advancement of Women — initiated an e-network to support and strengthen national gender mechanisms with the participation of 53 African member States. The e-network provides a platform for member States to learn from each other, discuss common challenges and explore the means to address them.

Subprogramme 7
Supporting subregional activities for development

Subregional activities in North Africa

17.8 (a) *Enhanced capacity of member States, the Arab Maghreb Union, the Community of Sahel-Saharan States and other intergovernmental and civil society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional development priorities in North Africa, including water resources development management and utilization; migration; employment and job creation; trade (intraregional and world trade); and information and communications technology development.* ECA provided seven capacity-building and technical assistance projects to member States, regional economic communities and intergovernmental and civil society organizations in the priority areas of the North African subregion during the biennium. The number of beneficiaries of those projects increased to 83 (from 30 in 2004-2005).

(b) *Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of subregional integration programmes in North Africa.* The number of joint undertakings between ECA and major partners at the subregional and country levels (including with the United Nations country teams) reached 12 during 2006-2007. These are aimed at improving cooperation and sharing knowledge in the development and implementation of integration programmes in North Africa. ECA increased the dissemination of its flagship publications, studies, policy papers and other knowledge to relevant stakeholders. As a result of relocating its subregional office for North Africa from Tangiers, Morocco, to Rabat, ECA significantly improved communication with the host country, Member States, through their diplomatic missions in Rabat, the Arab Maghreb Union and sister United Nations agencies.

(c) *Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda including member States, regional economic communities, civil society organizations and other subregional entities.* Participation in the meetings of the intergovernmental committee of experts improved during 2006-2007, with 102 participants in 2007 (compared with 74 in 2005). The level of participation also improved, with the number of members of the diplomatic corps participating increasing from one representative in 2005 to 17 in 2007 (representatives of all of the embassies of member countries attended). There was also an increase in the dissemination of reports of important meetings and conferences, with 18 reports being issued by ECA in 2006-2007 (compared with 8 during 2004-2005).

Subregional activities in West Africa

17.9 (a) *Enhanced capacity of member States, the Economic Community of West African States, the West African Economic and Monetary Union, and intergovernmental and civil society organizations to formulate and implement policies and programmes on issues dealing with food security and environmental sustainability; private sector development and investment promotion; employment and poverty reduction; and post-conflict reconstruction, recovery and development.* Several platforms for policy dialogue and capacity-building for development were created in various countries in the subregion, including the West Africa Business Forum and the West African Intergovernmental Organizations Forum, with work carried out and events organized by the subregional office for West Africa contributing to the process. Major assistance and services were provided to member States and other stakeholders in areas such as macroeconomic policies, the African Peer Review Mechanism, gender, infrastructure, post-conflict reconstruction, climate change and governance. The services of the office were significantly expanded during the biennium 2006-2007 to include the civil society organizations and the business community.

(b) *Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of multi-year programmes designed in collaboration with ECOWAS and contribute to the* *implementation of the existing ones formulated within the framework of NEPAD.* ECA continued to work in collaboration with ECOWAS towards strengthening partnerships at the subregional and country levels. During the biennium, ECA and ECOWAS prepared and signed a multi-year cooperation programme as the framework for enhanced collaboration between the two institutions. ECA also dispatched advisory missions to assist in the preparation of the ECOWAS strategic plan and a number of other initiatives.

(c) *Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda, including member States, regional economic communities, civil society organizations and other subregional entities.* ECA continued to build networks among the regional economic communities and intergovernmental and non-governmental organizations to facilitate knowledge-sharing on poverty reduction strategies, climate change adaptation policies and conflict. ECA also provided advisory services and capacity-building initiatives for the West Africa Civil Society Forum, and the Réseau des femmes pour la paix, as well as for the establishment of the West African Intergovernmental Organizations Forum.

Subregional activities in Central Africa

17.10 (a) *Enhanced capacity of member States, the Economic Community of Central African States, the Central African Economic and Monetary Community, and intergovernmental and civil society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes in the subregional development priorities, including macroeconomic management; transport and infrastructure development; post-conflict rehabilitation, recovery and development; food security; and information and communications technology development.* During the biennium, ECA increased the number of capacity-building and technical assistance projects provided to member States, regional economic communities, and intergovernmental and civil society organizations in the priority areas of the subregion. ECA implemented 19 capacity-building activities and technical assistance projects, including the production of economic reports on socio-economic conditions in Central Africa that helped national experts and policymakers to better integrate into their policies emerging issues of private sector development and the links between poverty reduction, growth and redistribution. ECA also increased the number of beneficiaries of its training projects, with 45 experts from States members of ECCAS receiving training on the methodology for macroeconomic analysis and forecasting. In addition, 20 experts from civil society and member States were trained on the role of traditional governance in the prevention of conflicts and local development in Central Africa.

(b) *Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of subregional integration programmes in Central Africa.* During the biennium, ECA increased partnerships at the national and regional levels through its activities related to the statutory meetings of ECCAS, CEMAC, the International Commission of the Congo basin-Oubangui-Sangha and the organization of its own intergovernmental committee of experts meetings. ECA also undertook a number of other joint activities, including the organization of a forum on investment, the preparation of its flagship publication, the implementation of a geographic information system on the

Central African transport infrastructure and the organization of meetings related to the implementation of the transport master plan for Central Africa. During the biennium, ECA increased the dissemination of knowledge, especially through its flagship publications, issuing eight non-recurrent publications, including two economic reports on socio-economic conditions in Central Africa and nine demand-driven studies at the request of ECCAS, CEMAC and other intergovernmental organizations. ECA also implemented a subregional database of experts, Le Système de gestion des réseaux d'experts en Afrique centrale, to serve as a tool for collecting and disseminating information on available expertise for development in the Central African subregion.

(c) *Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda including member States, regional economic communities, civil society organizations and other subregional entities*. During 2006-2007, ECA increased the dissemination of reports of important meetings and conferences, issuing 13 parliamentary reports, 2 compendiums on the outcomes of the forum on investment and the development of transport corridors in Central Africa and 2 intergovernmental committee of experts meeting reports. ECA also prepared and disseminated a quarterly news bulletin, maintained a website of publications and information material and presented technical reports and communications during meetings and media events.

Subregional activities in East Africa

17.11 (a) *Enhanced capacity of member States, the Common Market for Eastern and Southern Africa, the Indian Ocean Commission and intergovernmental and civil society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes in the priority areas such as food security, land and environment; transport, energy, lake/river basin development; macroeconomic management; gender and youth employment; and the development and utilization of information and communications technology*. ECA contributed to enhancing the capacity of member States to formulate and implement harmonized macroeconomic and sectoral policies and programmes in the priority areas through its capacity-building and technical assistance projects. During the biennium, ECA undertook more than 14 advisory missions to East African countries and organized a series of intergovernmental meetings (the tenth and eleventh sessions of the intergovernmental committee of experts), experts meetings, policy research and analysis and other advisory services. ECA conducted six training workshops on information and communications technology, which were attended by over 490 participants from the 13 States of the East African subregion.

(b) *Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of subregional integration programmes in East Africa*. ECA strengthened its subregional partnerships by undertaking policy research and analysis, convening regional forums and providing advisory services to promote capacity-building among member States. During the biennium, ECA increased the number of joint undertakings with major partners at the subregional and country levels, organizing a forum on investment promotion in East Africa involving representatives of investment organizations from 11 East African countries, three regional economic communities (COMESA, the Economic Community of the Great Lakes Countries and the East African Community (EAC)) and other international organizations in order to review the investment environment in East Africa, identify constraints and adopt policy measures and recommendations towards establishing a sound and sustainable financial system in the subregion. ECA also increased the dissemination of its flagship publications, demand-driven studies and policy papers. During 2006-2007, ECA released two editions of the *Economic Report on Africa*, other major flagship publications, the report of the annual Conference of African Ministers and the report on the work of ECA.

(c) *Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda, including member States, regional economic communities, civil society organizations and other subregional entities*. As part of its work in streamlining its collaboration with East African countries and the regional economic communities, ECA organized three major ad hoc expert group meetings which were attended by experts from 12 East African countries and the commissions. The meetings provided specific policy recommendations on subregional development issues, including convergence policy, food security and sustainable development and the interrelationship between poverty reduction strategy papers, the Millennium Development Goals and macroeconomic policies in East Africa (April 2007). ECA also continued to support capacity-building among key stakeholders in subregional development, undertaking to that end three policy studies on policy convergence in the regional economic communities dealing with strategies and programmes for food security and sustainable development; traditional governance; and customs cooperation within COMESA and EAC.

Subregional activities in Southern Africa

17.12 (a) *Enhanced capacity of member States, the Southern African Development Community and intergovernmental and civil society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes dealing with subregional development priorities, including food security; intra-subregional trade; infrastructure/mineral resources development; industrial development; gender, youth and employment; and HIV/AIDS*. The number of capacity-building and technical assistance projects initiated by ECA increased during the biennium. For instance, 28 ministers and 221 delegates working in the field of energy and water resources attended the Conference of African ministers on hydropower and sustainable development in 2006, all of whom benefited from the perspectives of ECA on the multidimensional scope and approach to hydropower development. ECA also provided advisory services and participated in missions involving capacity-building.

(b) *Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of multi-year programmes with key partners and stakeholders, including the Southern African Development Community, the New Partnership for Africa's Development secretariat and the Southern Africa Development Bank*. ECA recorded an increase in the participation of key stakeholders in its work during the biennium, especially in the number of joint undertakings with major partners at the subregional and country levels.

(c) *Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda, including member States, regional economic communities, civil society organizations and other subregional entities.* ECA also increased the dissemination of its reports of important meetings and conferences. ECA used a variety of channels of communication to disseminate its work, including print, audio and video, circulating key messages arising from relevant conferences and meetings. For example, the use of documentary video to capture the key messages of the thirteenth intergovernmental committee of experts, facilitated the wide dissemination of conference findings to the established information networks of ECA. The launch of the electronic brief on the work of the office, including its intergovernmental committee of experts, also provided increased scope for wider dissemination.

Subprogramme 8
Development planning and administration

17.13 *Enhancement of the technical and analytical skills of experts in the public and private sectors who perform the essential functions of strategic economic planning and management in Member States.* ECA trained 95 mid-career and senior officials from member States and African regional economic communities in economic development with a view to improving their technical expertise in the public and private sectors.

Section 18
Economic and social development in Asia and the Pacific

Highlights of programme results

During 2006-2007, cooperation and integration in the Asia-Pacific region was strengthened through enhanced collaboration on the Asian Highway project, the adoption of intergovernmental agreements on the Trans-Asian Railway Network and the Ministerial Declaration on Improving Road Safety in Asia and the Pacific. In the area of statistics, the region's first multilateral agreement on informal sector data collection methodology was established, and under the Asia-Pacific Trade Agreement, a common set of operational procedures regarding rules of origin was adopted — a first among the region's developing countries.

Advocacy efforts by the Economic and Social Commission for Asia and the Pacific (ESCAP) led to the adoption of "Biwako Plus Five", through which Governments pledged their continued attention to the rights of persons with disabilities. The promotion of "green growth", an environmentally sustainable approach towards inclusive economic and social development, resulted in 19 related policy initiatives by member States.

ESCAP analytical products, including the *Economic and Social Survey of Asia and the Pacific* and *The Millennium Development Goals: Progress in Asia and the Pacific 2007*, which was launched jointly with the Asian Development Bank and the United Nations Development Programme (UNDP), provided policymakers and other development stakeholders with the most up-to-date assessment of the region's progress towards achieving the Millennium Development Goals.

Challenges, obstacles and unmet goals

During programme implementation, countries stressed the importance of better coordination among national and international development and donor organizations. Strong partnerships, programme-based cooperation and networking with key players and stakeholders would ensure greater impact and provide for the optimal use of scarce resources. In support of this, ESCAP will continue to identify and test modalities for addressing issues and the needs of certain subregions in a more balanced and multidisciplinary manner. Collaboration with other United Nations entities with a presence in the region should be prioritized, for example through strengthening the regional coordination mechanism.

Output implementation rate

The above-cited results are based on the implementation of 81 per cent of 562 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 18)).

Executive direction and management

18.1 (a) *Programme of work is effectively managed and supported by staff and financial resources.* ESCAP delivered 82 per cent of the outputs originally planned for the biennium. Adjusted for programme changes resulting from the revision of the conference structure of the Commission in 2006, the rate was 90 per cent. In terms of budgetary performance, actual expenditure amounted to 103 per cent of the recosted, revised appropriation for the biennium 2006-2007, owing primarily to the higher-than-estimated expenditure on salaries. In all, 79 per cent of extrabudgetary funds authorized for the biennium were expended. In terms of human resources management, it took an average of 257 days to fill a vacant post, an improvement compared with the base level of 334 days at the end of the previous biennium.

(b) *Identification of emerging issues that require attention by member States.* The Commission adopted 22 resolutions identifying priority issues for member States. The 12 resolutions adopted at the sixty-second session and the 10 resolutions adopted at the sixty-third session focused on (i) reviewing and strengthening regional modalities in natural disaster management and early-warning systems; (ii) support for implementation of internationally and regionally agreed development goals or plans of action in transboundary energy cooperation, railway and highway networks, infrastructure development, sustainable tourism, literacy, the Millennium Development Goals and the special needs of landlocked developing countries, the least developed countries and small island developing States; and (iii) addressing other pertinent issues, including international migration, building the information society, sustainable health financing and strengthening statistical capacity. The Commission continued its efforts to revise its conference structure, and adopted relevant resolutions.

(c) *Enhanced policy coherence in the management of the economic and social development activities of ESCAP.* More than 20 United Nations entities with regional programmes in Asia and the Pacific, the International Organization for Migration and the Asian Development Bank maintained active engagement in the regional coordination mechanism and its regional thematic working groups. As of December 2007, 55 per cent of ESCAP projects involved substantive collaboration with regional United Nations partners or the Asian Development Bank, surpassing the target of 20 per cent by a large margin.

(d) *Progress towards graduation of the least developed countries through mobilization of regional efforts to address the identified concerns of the least developed, landlocked and island developing countries in line with their global mandates.* The Commission adopted eight resolutions during the biennium that addressed issues of concern to the least developed countries, landlocked developing countries and small island developing states. The resolutions focused on transboundary issues, such as transportation, trade, energy and migration, and supported the regional implementation of international agreements, including the Programme of Action for the Least Developed Countries and the Almaty Programme of Action. In addition, the Special Body on Pacific Island Developing Countries made decisions pertaining to employment opportunities and follow-up to the Mauritius Strategy for the further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States.

(e) *Mobilization and promotion of public information on the role of ESCAP in Asia and the Pacific*. A total of 2,438 articles was published on ESCAP activities during the biennium. Particular attention was given to opinion and editorial articles, and 21 publications chose to place an op-ed by the Executive Secretary of ESCAP. A proactive approach towards the media resulted in good coverage of the *Economic and Social Survey of Asia and the Pacific 2007*, which was launched simultaneously in 20 cities. The United Nations Information Service web page was recognized as a convenient and reliable storehouse of information, as evidenced by the increasing number of media representatives using it and relying on it for speedy access to readily available information. The numbers of page views to access information posted on the site more than doubled during 2007 alone. It was recognized that a clear and consistent ESCAP marketing and branding communications strategy would advance the overall goals and core mission of the organization more effectively.

Subprogramme 1
Poverty and development

18.2 (a) *National policymakers and planners have increased capacity to design and implement poverty reduction policies that are effective, sustainable and gender-responsive*. Policy analysis and recommendations produced and published by ESCAP in the areas of macroeconomics and poverty reduction were cited in regional newspapers and magazines, enhancing awareness among decision-makers about challenges related to the implementation of effective, sustainable and gender-responsive poverty reduction policies. A total of 35 policy measures were adopted by member States as a result of the advocacy and policy analysis work of the subprogramme. As part of the regional partnership between ESCAP, UNDP and the Asian Development Bank, three subregional forums on the Millennium Development Goals were organized, involving high-level Government ministers and officials, policymakers, civil society representatives, business leaders, academics and the media. The forums highlighted the difficulties faced by many countries in the region, identified concrete plans of action, fostered networks and generated media coverage to advocate and impart knowledge from *The Millennium Development Goals: Progress in Asia and the Pacific 2007*, and elaborated a road map towards the achievement of the Millennium Development Goals in the region.

(b) *Increased capacity of Governments, civil society and the private sector in Asia and the Pacific, and particularly the least developed countries, to formulate and implement poverty reduction programmes that are effective, sustainable and gender-responsive and that focus on economically vulnerable groups*. More effective approaches for the development of rural-urban linkages, the use of private-public partnership as a tool for livelihood reconstruction, and best practices in improving the housing conditions of squatters and other low-income communities were adopted by several countries in the region as a result of advocacy efforts by ESCAP. In all, 20 such cases were recorded, meeting the target, most of them in Bhutan, Cambodia, India, the Lao People's Democratic Republic, Mongolia, Nepal and Timor-Leste. The ability of some countries to incorporate rural-urban linkages into their poverty reduction strategies was also improved. In the meantime, the subprogramme noted that sufficient lead time would have to be allowed before the impact of integrating research findings and adopting new approaches could be meaningfully measured.

(c) *Increased involvement of civil society organizations in the work of ESCAP*. Eight civil society groups have been mobilized in four countries and are involved in a number of poverty reduction activities being implemented by ESCAP on solid-waste management, housing and post-tsunami livelihood reconstruction. Examples include a civil society organization in Cambodia that will implement a pilot project initiated by ESCAP to improve the housing conditions of squatters in informal settlements; and a civil society organization in Nepal that, following ESCAP capacity-building activities, is initiating innovative housing projects for the urban poor in partnership with the Government. It is noted that extensive and sometimes time-consuming negotiations were a prerequisite for an effective partnership between Government institutions and civil society organizations.

Subprogramme 2
Statistics

18.3 (a) *Increased national capacity in Asia and the Pacific, and particularly the least developed countries, to provide data required for measuring progress towards achieving internationally agreed development goals*. The first-ever multilateral agreement on informal sector data collection methodology was established as a result of an ESCAP project on informal sector and informal employment measurement. Five countries agreed to pilot the methodology, and project staff are now equipped with knowledge and expertise to adapt and implement the elements of the data collection methodology. A joint project with the World Health Organization on disability measurement led to increased interest among member States on the inclusion of disability as a topic in population censuses and fed into global recommendations on disability data collection, forging a stronger global partnership on the development of common standards. A total of 990 participants were trained in state-of-the-art statistical techniques for the generation, analysis and interpretation of high-quality data as a result of the capacity-building efforts of the subprogramme. Nonetheless, the subprogramme noted the need for further prioritization of work programme based on a needs assessment of the policy issues concerned and the availability of international standards in order to enhance the role of ESCAP as a regional statistical agency.

(b) *Increased access for all stakeholders in society to statistical data in Asia and the Pacific that accord with internationally recognized statistical standards and reflect gender concerns, especially data required for measuring progress towards achieving internationally agreed development goals*. The subprogramme made progress on several fronts to improve quality and presentation and to support the strengthening of national statistical capacities. These efforts included publishing analytical reports on the Millennium Development Goals, including the 2007 progress report, and the new *Statistical Yearbook for Asia and the Pacific*, which provided accessible data on key development indicators and compared data across regions; and engaging in inter-agency efforts to establish and promote the use of the user-friendly database DevInfo. The efforts contributed to improved access to statistical data in Asia and the Pacific, evidenced by an increase in the number of downloads of those reports. The contribution of the subprogramme to the improvement in national statistical capacity can also be seen in the increase — by 8, almost doubling the 2005 baseline — in the number of national statistical websites containing data on the key internationally agreed indicators of development.

Subprogramme 3
Development of Pacific island countries and territories

18.4 (a) *Increased capacity of national Governments in Pacific island developing countries and territories to monitor and achieve progress in achieving internationally agreed development goals*. The Pacific Islands Forum secretariat used an ESCAP study on the potential costs of adjustment to a Pacific Economic Partnership Agreement in its negotiations with the European Union. After training on Millennium Development Goal costing and budgeting, organized jointly by ESCAP and UNDP, more than 80 per cent of participants indicated that their related capacities had increased. Technical assistance on a variety of development-related issues was provided to five countries and territories of the Pacific subregion. Overall, eight ESCAP-recommended measures were adopted by the Pacific island countries, surpassing the target of five. It was noted that the relocation of the office from Vanuatu to Fiji helped forge meaningful partnerships and contributed to more cost-effective strategies for programme delivery.

(b) *Increased capacity of Governments, civil society and the private sector in Pacific island developing countries and territories to formulate and implement effective gender-responsive poverty reduction programmes that focus on promoting sustainable access to services for socially vulnerable groups*. The efforts of the subprogramme in the area of social policy issues contributed to the formation of a partnership arrangement between the ESCAP Pacific Operations Centre, the Pacific Islands Forum secretariat and the Pacific Disability Forum as a pilot to assist Pacific island countries in developing disability policies in accordance with the Biwako Millennium Framework. With the assistance of the Centre, a disability policy was drafted for submission to the Cabinet of Fiji and a draft disability policy was completed for further processing by the Federated States of Micronesia. Ten programmes were developed in the Pacific region based on ESCAP recommendations. For example, a Pacific regional workshop organized by ESCAP and partners raised the profile of urban issues and recommended further measures to implement the Pacific Urban Agenda. A number of national donor agencies and regional and international organizations subsequently started addressing urban development issues, including through the formulation of joint projects.

Subprogramme 4
Trade and investment

18.5 (a) *Increased national capacity to negotiate, conclude and implement multilateral and regional trade and investment agreements designed to promote inter- and intra-subregional trade and investment flows*. The Commission supported strengthened regional cooperation in trade and investment through its resolution 62/6, and 11 member States expressed interest in membership of the Asia-Pacific Trade Agreement. A common set of operational procedures regarding rules of origin was adopted under the Asia-Pacific Trade Agreement, the first among developing countries in the region. Another 11 countries made progress towards acceding to the World Trade Organization (WTO) and two countries (Tonga and Viet Nam) became members of WTO during the biennium. In all, 632 people were trained on issues related to trade agreements. According to a survey, 92 per cent of the respondents found that ESCAP-sponsored activities had increased their capacity to negotiate, conclude and implement trade and investment policies. The Asia-Pacific Research and Training Network on Trade grew into a regional network of 20 research institutions and four core partners.

(b) *Increased national capacity to develop and implement trade and investment policies and programmes designed to enhance supply-side capacity and international competitiveness of exports*. Training on trade facilitation was provided to more than 500 participants. The number of website requests for the ESCAP trade information service gateway increased sevenfold between 2005 and 2007. The Asia-Pacific business forums attracted several hundred participants on a self-financed basis. Those activities contributed to improved capacity at the national level for the development and implementation of trade and investment policies. A total of 95 per cent of training participants reported an increase in capacity. Three countries (India, Nepal and Viet Nam) adopted e-commerce related laws and regulations, and 15 developing countries and countries in transition introduced one or more regulatory changes favourable to foreign direct investment in 2006. Three more countries (Azerbaijan, Mongolia and Turkey) joined the revised Kyoto Convention in 2006. The subprogramme recognized that the increasingly complex trade and investment policy environment with its proliferating "noodle bowl" of agreements called for refined focus on analytical and research work.

Subprogramme 5
Transport and tourism

18.6 (a) *Strengthened national capacity to formulate policies on and implement initiatives for improving the efficiency of logistics and enhancing participation in regional and subregional agreements relating to transport and tourism infrastructure and facilitation*. The Intergovernmental Agreement on the Asian Highway Network helped member States secure grants and loans to upgrade Network routes. Eleven ESCAP countries incorporated the development of the Network into national plans, and its technical design standards were used in formulating subregional transport corridors in regional organizations. The Intergovernmental Agreement on the Trans-Asian Railway Network was adopted by the Commission through its resolution 62/4, and 20 countries have signed the Agreement. The Ministerial Declaration on Improving Road Safety in Asia and the Pacific was adopted at the Ministerial Conference on Transport; at least 25 ESCAP member States have national road safety goals or targets. Twelve member States reported actions in line with the ESCAP Plan of Action for Sustainable Tourism Development in Asia and the Pacific. Overall, 43 countries reported taking action towards the adoption of programmes as a result of the work of the subprogramme, exceeding the target of 10 by fourfold.

(b) *Increased national capacity to develop and implement policies and programmes to promote transport and tourism as an entry point for poverty reduction*. The Ministerial Conference on Transport adopted the Busan Declaration on Transport Development in Asia and the Pacific and the Regional Action Programme for Transport Development in Asia and the Pacific, phase I. The contents of the Declaration and the Regional Action Programme were subsequently endorsed by the Commission in its resolution 63/9. In this respect, the subprogramme noted that country-level activities proved effective in reinforcing follow-up action by member States. The membership of the Network of Asia-Pacific Education and Training Institutes in Tourism was further expanded, and by the end of 2007 had 238 members in 43 countries and areas, contributing to strengthened Government capacity to formulate policies to enhance the role of tourism in socio-economic development and poverty reduction.

Subprogramme 6
Environment and sustainable development

18.7 (a) *Increased national capacity to develop and implement effective, gender-responsive policies and programmes in partnership with civil society and the private sector for enhancing environmental protection, energy resources management and water resources management.* A total of 19 policy initiatives were undertaken by member States in support of the "green growth" approach advocated by the secretariat. Six of those initiatives were taken to move towards resource-saving societies. Others included the application of the "environmental and socio-economic co-benefit" approach to urban environmental management, the adoption of national energy policies to better address rural energy issues, the replication of pilot projects on mini-hydropower plants, plans for the replication of community-based multi-hazard early warning systems and the application of "green growth" policy tools, including a "green tax" and budget reform, sustainable infrastructure, sustainable consumption, the greening of business and the enhancement of investment in forest ecosystem services. It is important to engage development planning and finance ministries in promoting environmentally sustainable and eco-efficient policies and strategies.

(b) *Increased national capacity for transboundary cooperation and for monitoring progress at the national level in achieving the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992.* Government officials and organizations participating in ESCAP activities took 11 policy measures to strengthen transboundary cooperation for the application of the "green growth" approach, including collaboration on nature conservation, the promotion of city-to-city environmental cooperation, engagement in regional responses to climate change, preparatory work for a trans-Asian energy system, strengthening collaboration on water and energy use, and partnerships on eco-efficiency. The subprogramme also implemented measures to improve sustainable development monitoring mechanisms, including in support of establishing a regional help desk on sustainable consumption and production, a subregional decision-making platform to apply "green growth" policy tools, the translation of a publication on the state of the environment and the application of the ESCAP disaster-impact calculator. The subprogramme recognized that the short duration and small budgets of ad hoc projects posed challenges to the maintenance of strong contacts with partners.

Subprogramme 7
Information, communication and space technology

18.8 (a) *Increased national capacity to develop and implement policies and programmes, including regulatory and institutional frameworks, that facilitate equitable access to information, communication and space technology for development.* During the biennium, a total of 340 Government officials and other counterparts participated in ESCAP training courses, seminars and workshops on the development and implementation of policies and programmes related to information, communications and space technology. Those efforts resulted in eight member States indicating that they would improve their national policies and regulatory frameworks in that area. Through support for the Tashkent Statement on Broadband and ICT Development for Improved Communication in Central Asia in June 2007, member States also committed themselves to strengthening collaboration on matters relating to information and communications technology at the subregional level. The availability of interpretation and translation was recognized as a necessity for some subregions.

(b) *Enhanced national capacity to apply information, communication and space technology in planning and implementing socio-economic development programmes, including for the promotion of gender equality.* Approximately 2,270 participants benefited from activities related to the application of information, communications and space technology in the planning and implementation of socio-economic development programmes. As a result, four countries committed themselves to establishing community e-centres in rural areas, and four others took initiatives to develop e-business services for small and medium-sized enterprises. Under the ESCAP-promoted Regional Space Applications Programme for Sustainable Development, 10 member States agreed to establish a cooperative mechanism on drought disaster reduction. As a result of activities by the Asian and Pacific Centre for Transfer of Technology, the Government of Indonesia established a national innovation centre to support the development of small and medium-sized enterprises. Two networks facilitated by the subprogramme, namely, the regional knowledge network of women cooperatives and the regional knowledge network of telecentres in Asia and the Pacific, helped in the exchange of experiences among 33 national entities in 15 countries to improve capacity to apply information and communications technology in planning and implementing development programmes.

Subprogramme 8
Social development, including persistent and emerging issues

18.9 (a) *Increased national capacity to promote accessibility of services for socially vulnerable groups, taking due account of gender dimensions and the rights-based approach for persons with disabilities.* Eleven member States signed the Convention on the Rights of Persons with Disabilities, and one country signed the Convention and its Optional Protocol. Eleven countries that interacted with ESCAP reported progress regarding ageing, including aligning national initiatives with regional norms, priorities and recommendations promoted by ESCAP. The toolkit prepared by ESCAP was used by several member States to develop national action plans to combat the commercial sexual exploitation of children and young people. Twelve national counterpart organizations involved in ESCAP projects indicated the improved capacity and effectiveness of programmes on health. Lessons learned from activities highlighted the need for longer-term interdisciplinary interventions by various stakeholders, including a range of Government entities, non-governmental organizations, local authorities, industry and the media.

(b) *Increased national capacity to monitor progress in achieving the internationally agreed development goals contained in the Millennium Declaration and the outcomes of major United Nations conferences pertaining to poverty*

reduction, gender equality, health and socially vulnerable groups**. The monitoring of progress towards achieving internationally agreed development goals, including filling gaps related to health and vulnerable groups, was discussed at ESCAP-serviced intergovernmental meetings. A study presented at the sixty-third session of the Commission led to enhanced recognition by member States on the provision of universal access to health services, especially for the poor and other vulnerable groups, and 10 countries outlined steps taken towards that end. Gender indicators formulated by ESCAP in collaboration with other United Nations entities were used by member States to monitor, evaluate and measure progress towards the internationally agreed development goals. As a result of participation in ESCAP-sponsored activities, 12 countries reported that they had made progress in monitoring the status of the achievement of those goals.**

Section 19
Economic development in Europe

Highlights of programme results

The activities of the Economic Commission for Europe (ECE) in 2006-2007 took place within the framework of the ECE reform adopted by member States in 2005, the successful implementation of which reinforced the partnership with member States. The recognition of the work of ECE was also translated into increased support in political terms and in the form of new extrabudgetary funding. In addition, ECE strengthened its cooperation with other organizations, most notably the European Commission, the Organization for Security and Cooperation in Europe, the United Nations Development Programme and other regional commissions.

The development of legal instruments, norms and standards has been and remains one of the pillars of the work of ECE. During the biennium, 95 new accessions to ECE legal transport instruments and amendments to more than 20 ECE instruments were recorded. This led to greater harmonization of national transport legislation in the region. The 35 new or revised agricultural quality standards and recommendations of EEC contributed directly to the facilitation of trade in that sector.

The implementation of ECE instruments is an important objective and, during the biennium, the effective application of ECE multilateral environmental agreements grew further through 54 new ratifications and enhanced implementation as reported by contracting parties. The European Union (EU) has so far based 36 of its agricultural quality regulations on ECE standards. Moreover, the Organization for Economic Cooperation and Development officially adopted 52 ECE standards, and promotes them internationally.

Improved environmental management in a number of transition economies was demonstrated by the implementation of more than 50 per cent of the recommendations resulting from the ECE review of their environmental performance. ECE also contributed to the development of transport networks in non-EU countries, where more than 17,705 kilometres of road and rail infrastructure have been improved.

During the biennium, important intergovernmental policy dialogues were held on key challenges facing the region. For example, the international dialogue organized by ECE on the connection between energy security and sustainable energy policies provided input for the Group of Eight (G-8) Summit meeting in Saint Petersburg, Russian Federation, in 2006. ECE also provided a platform for ministers to agree on declarations, inter alia, social and economic challenges in distressed urban areas, building bridges to the future and a society for all ages: challenges and opportunities.

Finally, the new subprogramme on economic cooperation and integration was successfully established, together with its networks of governmental, academic and business-sector experts in its five thematic areas.

Challenges, obstacles and unmet goals

The implementation of the 2005 ECE reform was a significant challenge, as it involved, inter alia, a new enhanced governance structure, the discontinuation of two subprogrammes and the introduction of a new one, as well as the resulting redeployment of a large number of staff. Moreover, the reform had to be implemented rapidly so as to maintain and nurture the confidence and trust of member States renewed by the reform, and significant efforts also had to be made to strengthen relations with other key partners. In addition to developing legal instruments, norms and standards, ECE increasingly needs to promote their implementation, especially in countries with economies in transition. A constant challenge for ECE is the need to strike the right balance between activities that are pan-ECE and that benefit developed and less developed countries alike, and those specifically targeting the less advanced countries of Europe.

Output implementation rate

The above-cited results are based on the implementation of 94 per cent of 3,856 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 19)).

Executive direction and management

19.1 (a) *Programme of work is effectively managed and supported by staff and financial resources*. The Office of the Executive Secretary ensured that the subprogrammes were appropriately supported by the necessary human and financial resources. Altogether, the eight subprogrammes of ECE and the Office of the Executive Secretary implemented 3,893 outputs during 2006-2007, resulting in a 94 per cent overall rate of implementation. The timely recruitment and placement of staff, however, represented a challenge, with posts remaining vacant an average of 257 days. Through effective control and allocation of resources, ECE was able to achieve an overall expenditure of 99.3 per cent against authorized appropriations.

(b) *Increased mobilization of funding and partners for technical cooperation activities in countries with economies in transition*. ECE mobilized new extrabudgetary funding for technical cooperation activities in countries with economies in transition totalling $13.2 million. ECE also strengthened its collaboration with its partners by providing technical assistance and the launching or implementation of 24 new technical cooperation projects/activities with financial or substantive contributions from other international organizations. This cooperation with its partners enabled ECE to bring in external expertise, minimize duplication and ensure the efficient use of resources.

(c) *Better awareness of the work of ECE and access to information thereon, by ECE Member States and other stakeholders.* Progress was made to increase the awareness of the work of ECE and improve access to information by member States and stakeholders, in line with the ECE reform of 2005. Efforts have been made along four major lines: the Web, the media, special events and the dissemination of public information material. A number of innovations contributed to the increase in Web consultation by member States and other stakeholders. The number of visitors has reached over 11 million per year and the number of downloads of documents in PDF and DOC files for the biennium totalled 120 million.

Subprogramme 1
Environment

19.2 (a) *Further mainstreaming of environmental concerns into policy formulation by Governments and implementation through the "Environment for Europe" process and other sustainable development activities.* The Protocol on Strategic Environmental Assessment to the Espoo Convention on the Environmental Impact Assessment in a Transboundary Context was promoted among its 38 signatories, pending entry into force. Its application will ensure that environmental considerations are taken into account when drawing up plans and programmes. The ECE environmental performance reviews programme shows that while environmental governance in ECE member countries with economies in transition is improving, progress in integrating environmental concerns into sectoral policies remains insufficient and requires further efforts and assistance. A third of all environmental performance review recommendations addressed to the reviewed countries deal with the crucial issue of mainstreaming environmental concerns into policies in other sectors.

(b) *Increased adherence to and further implementation by countries in meeting their obligations under ECE legal instruments for the protection of the environment.* The ratification by member States of the 5 ECE environmental conventions and 12 related protocols progressed well in 2006-2007, with 54 new ratifications/accessions, thus indicating an increased adherence to ECE legal instruments for the protection of the environment. Contracting parties demonstrated progress in meeting their obligations under these agreements by reporting on the steps they had taken to implement their provisions. A total of 101 national implementation reports were submitted under three conventions and subsequently reviewed by their governing bodies.

(c) *Improved environmental performance in countries with economies in transition.* The second environmental performance reviews of the three countries reviewed during the biennium 2006-2007 — Montenegro, Serbia and Ukraine — show that there have been clear improvements in their environmental situation and environmental management since they were reviewed the first time. All three countries have implemented more than 50 per cent of the recommendations addressed to them in the context of the first reviews. The policy, strategic and legal framework has greatly improved, international and bilateral environmental cooperation has been strengthened and civil society is increasingly involved. Sustainable development strategies are being drawn up, which is contributing to increasing the integration of environmental concerns into sectoral activities. Environmental financing is also slowly improving.

Subprogramme 2
Transport

19.3 (a) *Adoption, at the regional and/or global level, of amendments to existing legal instruments and recommendations on road transport, road, rail, inland water and combined transport infrastructure, border crossing, transport of dangerous goods and other transport issues, as well as to vehicle regulations, and development of new legal instruments and new vehicle regulations, including global vehicle regulations.* In 2006-2007, amendments to 20 legal transport instruments and a number of recommendations were adopted. Moreover, over 7,000 international and national legal instruments, including those of the European Union, have been revised in order to incorporate 185 amendments to vehicle regulations annexed to the legal instruments administered by the World Forum for Harmonization of Vehicle Regulations. In addition, the United Nations Regulations on the Transport of Dangerous Goods (Model regulations); the United Nations Manual of Tests and Criteria; and the Globally Harmonized System of Classification and Labelling of Chemicals were also revised. This substantive legislative work of ECE contributed to improving the safety and security of the movement of goods and persons, energy efficiency and the protection of the environment.

(b) *Increased implementation of the ECE legal instruments and recommendations on transport.* The increased implementation of ECE legal instruments and recommendations on transport was demonstrated by 95 new accessions during 2006-2007, well above the target of 20, bringing the total number of contracting parties to ECE instruments on transport to 1,598 at the end of the biennium. This performance was due to, inter alia, the accession of Montenegro, a new member State, to 34 instruments and of a few countries to multiple instruments within a "catching up" process. The global spread of the ECE transport instruments was demonstrated by the accession of several non-ECE countries. In addition, a number of national and international instruments were amended to reflect ECE legal instruments on transport, among them 437 national and 6 international legal instruments that were amended to reflect the latest revised edition of the United Nations Recommendations on the Transport of Dangerous Goods.

(c) *Further development of transport infrastructure conducive to strengthening economic cooperation within the region, in particular between the enlarged European Union and the non-acceding countries, taking into consideration the imperative of sustainable development.* ECE contributed to the enhancement of the main transport links in non-acceding countries, to which 17,705 kilometres of new and improved road and rail transport infrastructure were added in a number of countries of Eastern Europe, the Caucasus, Central Asia and South-East Europe. It also supported the development of Euro-Asian transport networks under two subregional frameworks, namely, the trans-European motorway and the trans-European railway projects.

Subprogramme 3
Statistics

19.4 (a) *Further developed national institutional frameworks and corresponding implementation practices of member countries, in line with the ECE Fundamental Principles of Official Statistics*. In 2006-2007, national institutional frameworks and practices were further developed in line with the ECE Fundamental Principles of Official Statistics. Specifically, statistical legislation was revised in five ECE member States (Iceland, Montenegro, Romania, the Russian Federation and the United Kingdom) and one United Nations-administered territory (Kosovo). ECE also carried out a review of the national statistical systems of two countries (Kazakhstan and Romania) in partnership with the World Bank and the European Commission. Both countries accepted the recommendations resulting from those reviews.

(b) *Increased implementation of internationally recommended standards and practices to ensure comparable statistics, particularly by the less advanced countries in the region*. ECE has contributed to the drawing up of three standards adopted by the Conference of European Statisticians, the most important being the *Recommendations for the 2010 Censuses of Population and Housing*, which is expected to be widely implemented in the ECE region and has already contributed substantially to the development of the global standard on the same subject and its subsequent adoption by the United Nations Statistical Commission. Although only two countries adopted the Special Data Dissemination Standards in 2006-2007, three other countries had adopted them late in 2005 — earlier than expected — bringing the total number of countries to five, only very slightly lower than the target of six.

(c) *Streamlined activity patterns of statistical work between international organizations through elimination of overlaps and gaps*. A more streamlined pattern of statistical work among all international organizations active in this area in the ECE region has been achieved with contributions from 27 international organizations and various working groups to the ECE Database on International Statistical Activities. Comprehensive coordination contributed to avoiding overlap and duplication among statistical programmes. A total of 85 per cent of intergovernmental meetings in the field of statistics were held jointly with other organizations; that is considered a maximum.

(d) *Increased access by users to reliable, timely and comparable macroeconomic, social and demographic statistics*. Users of ECE data had increased access to reliable, timely and comparable statistics. On the basis of an online questionnaire to all registered users of the ECE statistical database concerning their satisfaction with the coverage and quality of the data, 98 per cent of respondents found the database highly relevant or partly relevant, which suggests that they found at least some of what they were looking for and were satisfied; and 81 per cent of respondents considered the data quality to be good or excellent.

Subprogramme 4
Economic analysis

19.5 (a) *Enhanced sharing of best practices and their promotion among member countries on issues dealt with by the subprogramme*. ECE provided a forum for member States to discuss practices in the following five thematic areas: innovation and competitiveness policies; financing innovative development; intellectual property rights; entrepreneurship and enterprise development; and public-private partnerships. On this basis, best practices were drawn up, shared and disseminated among member States. In addition, two comparative reviews and two guidebooks were prepared and made available to member States. Eight countries expressed satisfaction with the related individual training and capacity-building events organized in 2006-2007. Furthermore, delegations participating in the second session of the Committee on Economic Cooperation and Integration positively assessed the first two years of the work of the subprogramme.

(b) *Adoption by the ECE Committee on Economic Cooperation and Integration of practical and action-oriented policy recommendations/guidelines on issues placed on its 2006-2007 work programme.* ECE member States drew up and adopted five sets of policy recommendations on innovation and competitiveness policies; financing innovative development; entrepreneurship and enterprise development; the promotion of public-private partnerships; the commercialization of intellectual assets and the enforcement of intellectual property rights — two more than the biennial target. The impact of those recommendations will be assessed at a later stage.

(c) *Increased implementation of the ECE recommendations on matters dealt with by the ECE Committee on Economic Cooperation and Integration.* In view of the recent creation of the economic cooperation and integration subprogramme, the time for Governments and other stakeholders to take practical steps towards the implementation of ECE recommendations has been extremely limited. However, two practical steps were taken. An academic institution in the Russian Federation will facilitate the translation of the *Guidebook on Promoting Good Governance in Public-Private Partnerships*. In addition, a private sector stakeholder provided significant funding for capacity-building on intellectual property rights commercialization and enforcement.

Subprogramme 5
Sustainable energy

19.6 (a) *Progress in the international dialogue between Governments and industry on sustainable energy development issues, in particular environmental improvement, and in the formation of an energy efficiency market in countries with economies in transition.* The international dialogue between Governments and industry on sustainable energy at ECE has made progress and gained further momentum, focusing on the connection between energy security and sustainable energy. The 2006-2007 survey of the Committee on Sustainable Energy shows that 57 per cent of Committee participants were decision makers or advisers to decision makers, that 55 per cent of participants found the Committee discussions to be "very useful" for decision-making and that 46 per cent found the technical studies and reports of the expert groups to be "very useful". In both cases, 100 per cent of survey respondents found the dialogue and reports either "useful" or "very useful" for their work. This positive response was also reflected in the willingness of supporting institutions to provide additional extrabudgetary resources for the sustainable energy programme of work, which has reached an all-time high.

(b) *Further extension and implementation of ECE recommendations/guidelines and instruments for sustainable energy development.* Significant progress has been made in the negotiations of the application of the United Nations Framework Classification for Fossil Energy and Mineral Resources, developed originally for solid fuels by ECE, to expand it to cover natural gas, petroleum and uranium. Representatives of 26 countries, including 9 from non-ECE regions, took part in the work, as did the Organization of the Petroleum Exporting Countries and 14 other international organizations and 9 mineral, energy and banking institutions/associations. The growing reach of the Framework Classification process worldwide demonstrates the extension and implementation of that ECE instrument as a global standard that will contribute to the comparable evaluation of energy reserves and resources: an essential aspect of sustainable energy development.

(c) *Progress in implementation of projects in support of sustainable energy development in coal, natural gas, electricity and energy efficiency.* Under the project entitled "Capacity-Building for Air Quality Management and the Application of Clean Coal Combustion Technologies in Central Asia", pre-feasibility business plans have been developed for eight projects in Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan. An estimate of results from the Blue Corridor project also pointed to 96,000 tonnes of diesel fuel having been replaced by natural gas in commercial vehicles on the project's road transport itinerary across Europe. This figure relates to 2006 only, the target of 300,000 tonnes having been based on the feasibility study of the project task force. It is to be noted that the data for 2007 will be available only after a certain lag time, as they need to come from the industry and must be subject to further verification.

Subprogramme 6
Trade development

19.7 (a) *Adoption by member States of new or revised trade facilitation recommendations, norms, standards, guidelines and tools.* In the area of e-business, ECE member States adopted 28 new or revised United Nations Centre for Trade Facilitation and Electronic Business standards/recommendations. In the area of agricultural produce, 35 new or revised standards/recommendations were adopted. These standards c[illegible]ibuted directly to the facilitation of trade. The European Union has based 36 of its agricultural quality standards on ECE standards and is in the process of completely aligning its standards with those of ECE.

(b) *Increased implementation of trade facilitation recommendations, norms, standards, guidelines and tools.* The period saw an increase in the implementation of ECE trade facilitation norms and standards. As a proxy to the use of ECE standards in the area of trade, the number of downloads of the United Nations Code for Trade and Transport Locations in 2006-2007 was 50,880, and downloads of the United Nations Directories for Electronic Data Interchange for Administration, Commerce and Transport totalled 77,086. A study conducted in 2007 on a representative sample of recommendations of the United Nations Centre for Trade Facilitation and Electronic Business in a group of countries (developed economies and transition economies in the ECE region, plus non-ECE countries) showed 30 national implementations of those recommendations. With regard to ECE agricultural quality standards, the cumulative total number of implementations (total number of standards multiplied by total number of countries implementing them) was 972. The figure applies to the 27 EU countries only, but standards are also applied outside the EU, although the extent of such application has not yet been studied.

(c) *Enhanced policy dialogue on trade practices and regulatory framework.* The policy dialogue on trade practices and regulatory framework was also enhanced, as evidenced by participation in the intergovernmental meetings in the trade area. Based on the analysis of three events in 2006-2007, more than 80 per cent of participants were satisfied and considered the events useful for their work — significantly higher than the target of 65 per cent.

Subprogramme 7
Timber

19.8 (a) *Increased understanding of sustainable forest management, notably the policies necessary to achieve it.* ECE, in partnership with the Food and Agriculture Organization of the United Nations and the Ministerial Conference on the Protection of Forests in Europe, contributed to a better understanding of and facilitated the changes in national policies necessary to achieve sustainable forest management. As demonstrated in the report *State of Europe's Forests 2007*, two thirds of ECE member States have adopted national forest programmes or similar holistic frameworks and a number of countries are in the process of developing them. In accordance with the biennial target, 50 per cent of countries have reported that they are implementing national forest programmes. Furthermore, the activities of ECE, among others, raised the percentage of countries that were able to provide satisfactory data on quantitative indicators of sustainable forest management to 65 per cent, as compared with the 35 per cent baseline.

(b) *Increased understanding of the sound use of wood, leading to policies to promote it.* Twenty-four member States, representing 43 per cent of the ECE membership, as compared with 20 per cent in 2005 and the expected 30 per cent for the biennium 2006-2007, adopted policies aimed at increasing the sound use of wood, an accomplishment to which ECE contributed through its activities to promote a better understanding of the issue and monitoring capacity. The ability of countries, in particular those with economies in transition, to provide information and data on the sound use of wood through a specialized forest sector questionnaire still remains a challenge, with 66 per cent of countries providing satisfactory responses.

(c) *Increased capacity of countries to achieve sustainable forest management, notably through developing appropriate policy measures.* ECE activities have assisted countries in Eastern Europe, the Caucasus, Central Asia and South-East Europe in increasing their capacities and contributed to the development of policies related to sustainable forest management. Twelve of those countries — more than the target of eight — have put in place national forest programmes. Despite these positive developments, weaknesses in policy implementation and the institutional set-up of the sector prevail, requiring further national and international attention.

Subprogramme 8
Human settlements

19.9 (a) *Improved housing sector policies through implementation of recommendations.* Member countries with economies in transition improved their policies in, inter alia, the housing sector, through implementing recommendations put forward in the ECE country profiles on the housing sector. The better functioning of housing finance systems and more effective housing maintenance were among the improvements reported. In all, 6 new countries expressed a willingness to engage in an assessment of their housing situation during 2006-2007, bringing the total number of countries participating in the country housing profiles programme to 17.

(b) *Further development and reforms in land administration*. ECE has contributed to the development and/or reform of land administration in member States, in particular in those with economies in transition. Countries that were subjected to land administration reviews reported that they had implemented 60 per cent of the recommendations addressed to them. This contributed to strengthened legal and institutional frameworks and enhanced the use of information technology in land administration. In 2006-2007, land administration reviews were carried out in Azerbaijan and Bulgaria.

(c) *Improved policy formulation for urban planning*. ECE also facilitated the improvement of policy formulation for urban planning. By the end of 2007, eight ECE member States reported that they had taken into account the good practice reflected in the study on spatial planning as a key instrument for development and effective governance, with special reference to the countries in transition and had taken measures to adjust their spatial planning systems and legislation.

(d) *Enhanced policy discussion on population issues*. ECE also provided member States with a forum for policy discussion on population ageing, including the Ministerial Conference on Ageing, held in 2007. The high level of recognition of the forum was demonstrated by the fact that the number of national focal points on population ageing rose to 47, as compared with 28 in the previous biennium. Thirty ECE member States have reported that they have comprehensive national programmes related to ageing or are currently in the process of adopting them.

Section 20
Economic and social development in Latin America and the Caribbean

Highlights of programme results

The Economic Commission for Latin America and the Caribbean (ECLAC) provided technical cooperation services on various issues related to trade agreement negotiation and administration. Several initiatives were launched, chief among them the joint initiative on South American cooperation and integration with the Andean Community, a project to strengthen competition in the Central American isthmus and an integrated database of trade disputes for Latin America and the Caribbean. ECLAC also contributed to regional integration and macroeconomic policy coordination by fostering networking and the sharing of best practices in the framework of the Macroeconomic Dialogue Network (REDIMA) project. Technical assistance was given to 28 countries, including to 5 countries in the formulation of their innovation development plans and to 4 countries in the context of methodologies to develop clusters and local networks of small and medium-sized enterprises. ECLAC has also followed up the implementation of the regional Plan of Action for the Information Society and facilitated the formulation of the new Plan of Action, "eLAC2010", recently adopted by 27 Governments (San Salvador, February 2008).

ECLAC has disseminated policy recommendations on social security systems and social cohesion in high-level forums such as the thirty-first session of the Commission, which met at ministerial level (Montevideo, March 2006) and the Ibero-American Summit of Heads of State and Government (Santiago, November 2007), provided technical cooperation services and developed new data on 48 indicators for the follow-up of the Millennium Development Goals in the region. Interactions with civil society were reinforced through the Latin American and Caribbean Network of Social Institutions and the social innovation project. The tenth session of the Regional Conference on Women in Latin America and the Caribbean, which was serviced by ECLAC, resulted in the Quito Consensus (August 2007), by which the participating countries agreed to adopt all necessary affirmative action measures and mechanisms to ensure the full participation of women in public office and in political representative positions as an objective for democracies in Latin America and the Caribbean. Technical cooperation services in this area led to the setting up of 14 programmes in 9 countries to mainstream a gender perspective, while 11 countries established agreements and inter-institutional networks to ensure gender mainstreaming in priority areas of their agendas. Finally, 24 countries in the region integrated a gender perspective into their statistical analysis, collection and data dissemination.

In the field of sustainable development, ECLAC developed a methodological framework and a set of indicators on urban analysis for policy design. In the Caribbean, support for the Regional Coordination Mechanism was improved to further the implementation of the Programme of Action for the Sustainable Development of Small Island Developing States and the Mauritius Strategy. ECLAC continued to provide leadership in disaster assessment, organizing 12 technical assistance missions in 10 countries and disseminating its evaluation methodology and risk indicators through 15 workshops, which resulted in the training of 414 professionals. With respect to natural resources and infrastructure, 27 countries have acted upon ECLAC recommendations on natural resources sustainable management and 16 countries on recommendations to increase efficiency in infrastructure and public utilities.

In the field of statistics, the existing social, environmental and economic databases and new indicators were integrated into CEPALSTAT, a new and more user-friendly database portal (September 2006). Furthermore, the role of ECLAC as a key actor in the region to follow up on the Millennium Development Goals was consolidated by fostering the proposal of a set of complementary indicators for countries in Latin America and the Caribbean. A leadership position in the elaboration and analysis of demographic data was also strengthened with the production of, inter alia, new estimates and projections for the populations of 10 countries in the region and the revision of estimates and projections for rural and urban populations and for the economically active population for all countries in Latin America and the Caribbean.

The Latin American Institute of Economic and Social Planning (ILPES), organized 48 international, national and e-learning courses, training 1,776 professionals from 29 countries in the region. Training topics included the use of socio-economic indicators for impact assessment of poverty eradication programmes; local development and territorial competitiveness; macroeconomic policies and public finance; budgetary policies and public administration; evaluation of public projects; information, participation and justice in environmental decision-making; valuation and management of natural resources and the environment; sustainable development indicators; sustainable urban development; issues related to information and communications technology; social protection institutions, reforms and challenges; and disaster assessment.

Challenges, obstacles and unmet goals

One of the first challenges identified was improving responsiveness to the needs of member States, in spite of the rigidities inherent to the current United Nations planning process. An illustrative example was that ECLAC managed to incorporate in its work programme emerging themes such as biofuels and climate change, whose increasing priority on the global agenda had not been anticipated during the planning process. However, the Commission was able to draw upon its comparative advantage in the analysis of developmental issues in the region to build up expertise and start providing related services on this issue. Another set of issues identified related to the complexity of evaluating the Commission's contribution to the region in terms of identifying and targeting the most relevant audience and capturing feedback in order to maintain or increase the organization's responsiveness and, ultimately, its relevance vis-à-vis its constituency.

Output implementation rate

The above-cited results are based on the implementation of 98 per cent of 567 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 20)).

Executive direction and management

20.1 (a) *Programme of work is effectively managed and supported by staff and financial resources*. By the end of the biennium 2006-2007, 97 per cent of outputs had been implemented, 1 per cent reformulated, 1 per cent terminated and 1 per cent postponed, while 98 per cent of the biennial resources had been utilized. Efforts were made to correct previous weaknesses in recruitment, with the hiring of 48 new staff members, 26 international (including 12 at the P-2 level) and 22 General Service. In addition, ECLAC has made improvements in terms of geographical representation of staff and gender distribution at senior levels. A senior management committee was created to support the Executive Secretary in human resources and general management issues.

(b) *Identification of emerging issues that require attention by Member States*. There has been a continuous dialogue with member States as demonstrated by the high number of delegations attending and the high level of representation at the thirty-first session of the Commission, during which 17 resolutions on issues relevant to the region's development were adopted. The twenty-fourth session of the ECLAC Committee of the Whole was held in New York on 5 June 2007. In addition, the Executive Secretary gave four briefings on the economic and social context of the region to the Group of Latin America and Caribbean countries (three in New York and one in Geneva).

(c) *Enhanced policy coherence in the management of the economic and social activities of the United Nations*. ECLAC has contributed to the enhancement of system-wide coherence of the development activities of the United Nations in Latin America and the Caribbean. On the basis of consolidating its leading role in providing an analytical and normative framework for development cooperation in the region, ECLAC took an active approach in the organization of the regional coordination meetings, participating in the regional director team meetings and a special United Nations Development Group mechanism, which has been showcased elsewhere as a good practice. The Commission organized annual inter-agency meetings and publications on the Millennium Development Goals for 2006 and 2007.

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

20.2 (a) *Increased awareness in the countries of the region of the implications and impact of the adoption of conventional and new trade rules and disciplines.* ECLAC has increased the availability of analysis related to the emergence of new competitors in the international trade arena and provided opportunities for capacity-building in, inter alia, the negotiation and implementation of trade agreements; trade disputes; innovation and competitiveness; and trade facilitation. The reorientation of the work of the programme has been successful, as evidenced by the increase in the number of downloads of the documents of the International Trade and Integration Division (a 60 per cent increase in 2006, from 117,000 to 187,000) and in the number of respondents to surveys indicating that their use of the ECLAC flagship publication in their work had increased as compared with the previous biennium. The subprogramme will seek more effective ways to interact with beneficiaries.

(b) *Strengthened understanding and analytical knowledge of member State stakeholders of ways of improving their linkages with the global economy in the context of the parallel advancement of globalization and open regionalism in Latin America and the Caribbean.* The subprogramme concentrates its activities in the areas of (i) negotiation and administration of trade agreements; (ii) monitoring and information on the evolution of the Doha Round; (iii) areas under dispute in trade negotiations; (iv) subregional integration; (v) China-Latin America relations; (vi) trade, transport and trade facilitation; and (vii) innovation and competitiveness for export diversification and improved participation in global trade flows. The subprogramme will seek to broaden its portfolio of technical cooperation projects by developing new areas of work linking trade to other economic, social and environmental priority areas.

Subprogramme 2
Production and innovation

20.3 (a) *Increased understanding of ECLAC proposals by stakeholders for the design and implementation of policies for productive development.* The number of stakeholders fostering policies for productive development along the lines of ECLAC recommendations reached 28 during 2006-2007, representing 112 per cent of the target. The number of downloads from the subprogramme website reached 1.8 million in 2007, equivalent to 18 times the target set at the end of the previous biennium. Notwithstanding the high and increasing number of downloads, it was found that the web page of the Production, Productivity and Management Division was not sufficiently user-friendly. Most of the work to revamp the page has been done, and the Division should be inaugurating its new page early in 2008.

(b) *Increased utilization of ECLAC services by member State stakeholder institutions to formulate policies and strategies to enhance the competitiveness of their production structures.* Between January 2006 and November 2007, the database Trade and the Competitiveness of Nations (TradeCAN) was downloaded 17,768 times, and the Program for the Analysis of Industrial Dynamics 4,536 times. New ECLAC computer software to evaluate the technological specialization index of exports from a country or a group of countries to different world markets has been available at the Division's web page since late October 2006, and by April 2007 had 285 downloads. The summer school organized by the Division benefited 26 students in 2006 and 29 in 2007. Evaluation surveys indicated that 88 per cent of the students rated the course as "useful" or "very useful".

Subprogramme 3
Macroeconomic policies and growth

20.4 (a) *Increased awareness of policymakers in Latin America and the Caribbean of key issues at stake to design and implement consistent short-term macroeconomic policies within a long-term growth-enhancing framework.* Downloads of the ECLAC flagship publications the *Economic Survey of Latin America and the Caribbean* and the *Preliminary Overview of the Economies of Latin America and the Caribbean* have increased by 29 per cent compared with the previous biennium. A survey of 279 policymakers indicated that 99 per cent consider them "useful" or "very useful". Of those, 88 per cent of the respondents considered them "very useful" and 11 per cent "useful". After further analysis of the results of surveys measuring client satisfaction, the Economic Development Division noted an increasing demand for thorough analysis and policy advice concerning pertinent long-term economic issues in the region.

(b) *Increased understanding in Latin American and Caribbean countries of how to reconcile long-term growth with sustainable development.* The Economic Development Division organized expert meetings in which experiences were shared, recent studies presented and relevant policy recommendations made. After the meeting in 2006, the Division noted an increasing demand for a greater number of subjects or countries/regions to be covered in the discussions, and implemented changes to the agenda of the meeting in 2007 in order to better fulfil the needs of the member countries.

(c) *Enhanced regional cooperation and increased understanding of the need to develop macroeconomic coordination in the context of regional and subregional integration processes.* In order to advise policymakers in the region about the benefits of enhanced regional cooperation, the Economic Development Division provided specialized studies and direct advisory services through technical cooperation and the implementation of the REDIMA project. Evaluation surveys at the 2006 and 2007 REDIMA plenary meetings (attended by 80 and 35 high-ranking authorities, respectively) indicated that 84 per cent of respondents considered the forum to be "very useful" in presenting and discussing relevant topics, including through sharing methodologies, reinforcing macroeconomic dialogue with other countries and fostering regional integration.

(d) *Increased awareness on the part of a wider audience about trends in the Latin American and Caribbean economies and their prospective behaviour.* The degree of awareness on the part of scholars, entrepreneurs, professionals and students was evidenced by 1,084 replies to a survey of users who downloaded the flagship publications, of whom 99.8 per cent found the publications "useful" (13.4 per cent) or "very useful" (86.4 per cent).

Subprogramme 4
Social development and equity

20.5 (a) *Fuller understanding and stronger analytical capacity, on the part of the region's Governments and other stakeholders, with respect to long-standing structural and newly emerging social problems affecting underprivileged socio-economic groups.* The Executive Secretary of ECLAC organized, jointly with the Ibero-American General Secretariat, subregional workshops in Brazil, Colombia and Mexico to discuss social cohesion, which was a central theme at the Ibero-American Summit held in November 2007. Social protection and its inclusion in social policy and public budgets continues to be a central issue for many Governments in the region. The subprogramme will strengthen analysis and policy recommendations at the sectoral levels.

(b) *Strengthened institutional capacity of Governments and other stakeholders in the social policy field to design, implement and assess policies, programmes and projects for enhancing social equity and integration.* The subprogramme collected, harmonized and disseminated new data on 48 complementary indicators to follow up on the Millennium Development Goals, with a geographical coverage of 45 countries and territories in the Latin American and Caribbean region. A new methodological proposal for the measurement of social expenditure was also developed and discussed with eight countries of the region, and technical cooperation agreements were signed on this issue with three member States. Advisory services were provided to nine regional countries in the framework of the project to estimate the cost of hunger, and a study on child malnutrition in Central America and the Dominican Republic was launched in a meeting attended by the Secretary-General. The experience of the Social Development Division suggests that a more explicit link between social cohesion and social protection topics needs to be developed.

(c) *Strengthened institutional capacity on the part of Governments and other stakeholders to use and exchange information in designing and implementing social policies and programmes.* The Latin American and Caribbean Network of Social Institutions disseminated on the Web a newsletter providing information about ongoing events, new publications and other subjects of interest to 1,200 institutions from 34 countries. The number of virtual corridors has grown, allowing an ever-increasing number of network users to have access to large banks of information and share good practices.

Subprogramme 5
Mainstreaming the gender perspective in regional development

20.6 (a) *Increased adoption of policies to mainstream the gender perspective into the priority areas of Government agendas (economic policy, employment, poverty, social protection, institutional development and security).* A total of 26 countries presented a national report to the tenth session of the Regional Conference on Women, which unanimously approved the Quito Consensus to adopt measures in all necessary areas, including legislative and budgetary measures and institutional reforms, to reinforce the technical capacity of Government mechanisms for the advancement of women and their ability to have an impact on policies, as well as to ensure that they attain the highest-ranking level in the structure of the State, and that the gender-based institutional framework as a whole is strengthened so that such mechanisms can fulfil their mandates. Information presented in this framework shows that during the period 14 programmes and reforms were developed by 9 countries to mainstream the gender perspective in priority areas of Government policy (Bolivia, Brazil, Chile, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico and Paraguay), while 11 countries established agreements and inter-institutional networks to ensure the mainstreaming of the gender perspective into priority areas of their agendas (Brazil, Chile, Costa Rica, the Dominican Republic, Ecuador, Guatemala, Haiti, Mexico, Panama, Paraguay and Suriname).

(b) *Increased utilization of monitoring tools such as gender indicators and gender planning.* Two more countries have developed a national system of gender indicators (Cuba and Guatemala) and there are two more countries (Haiti and

Guatemala) with exchange of gender statistics agreements. The total number of countries that are involved in the process of producing gender indicators now amounts to 24 — either through the construction of an integrated national gender indicators system or through the production of gender statistics by public entities. In spite of all the accumulated progress, the region still lacks sufficient statistical capacity to generate information in key areas, such as the participation of women in decision-making at all levels, gender poverty, women's paid and unpaid work, time use and gender violence.

Subprogramme 6
Population and development

20.7 (a) *Increased technical capacity of Latin American and Caribbean member States to monitor population trends and tackle population and development issues for use in social programming.* A total of 20 countries have prepared new population projections and projections of the economically active population; 21 countries are using census data for socio-demographic analysis, including the study of indigenous populations and international migration; and 16 countries are using new information technologies and the applications based on the computer software package REDATAM (REtrieval of DATa for small Areas by Microcomputer). This software is being used to design and evaluate social programmes and policies at the national level and to facilitate the regional and international comparison of socio-demographic indicators. More work is needed in order to increase member countries' use of projected data on the economically active population in the region and related methodology.

(b) *Increased technical capacity of Latin American and Caribbean member States to monitor progress in the implementation of the recommendations and goals of the Programme of Action of the International Conference on Population and Development and the Regional Implementation Strategies of the Madrid Plan of Action as well as the relevant objectives and goals of the Millennium Declaration.* In the biennium the activities of the subprogramme regarding the Madrid International Plan of Action on Ageing culminated in the organization and execution of the second Regional Intergovernmental Conference on Ageing in Latin America and the Caribbean, held in Brasilia from 4 to 6 December 2007. Member States adopted the Brasilia Declaration, which identifies the implementation priorities and mechanisms for monitoring the regional strategy on ageing.

Subprogramme 7
Planning of public administration

20.8 (a) *Increased utilization of the training services provided by the subprogramme regarding programming, budgeting, management of current and capital expenditure and local development.* The subprogramme organized 48 courses, of which 26 were international and 14 were national (requested by various governmental organizations from Argentina, Brazil, the Dominican Republic, Mexico, Paraguay and Uruguay), including 3 short and 5 e-learning courses. A total of 1,776 participants from public, private and academic institutions from 29 countries of the region benefited from the courses (compared with 16 countries during the previous biennium). Participation by women reached 43.1 per cent, and 89 per cent of participants rated the courses as "useful" or "very useful" for their work.

(b) *Increased utilization of the technical assistance services provided by the subprogramme regarding programming, budgeting, management of current and capital expenditure and local development.* Technical assistance missions have been made in nine countries in Latin America (Argentina, Bolivia, Brazil, Chile, Colombia, the Dominican Republic, Ecuador, Mexico and Panama).

(c) *Increased coordination, sharing of experiences and awareness creation among ECLAC member countries on issues related to public management in the fields of planning, budgeting and evaluation of public-sector activities and local development.* Eight high-level seminars were organized, involving 480 participants from various countries and organizations of the member Governments. The amount of material downloaded from the ILPES website (www.ilpes.cl) has increased since the previous biennium.

Subprogramme 8
Environment and human settlements

20.9 (a) *Fuller understanding of the sustainable development and human settlements trends and prospects by the Governments of the region and other stakeholders.* Action has been taken to follow up on the World Summit on Sustainable Development, the Millennium Summit and Habitat II, with four regional meetings taking place in preparation for the fourteenth, fifteenth and sixteenth sessions of the Commission on Sustainable Development. The documents presented in the Assembly of Ministers of Housing and Urban Development of Latin America and the Caribbean in October 2007 also served as discussion papers during the third World Urban Forum, held in Vancouver, Canada. A report on the housing deficit was prepared and was presented at a regional meeting of the Assembly.

(b) *Enhanced capacity of the Governments of the region to follow up and make progress in the implementation of international and national commitments derived from the outcomes of the World Summit on Sustainable Development, the second United Nations Conference on Human Settlements (Habitat II) and the relevant goals and objectives of the Millennium Declaration.* During the biennium, efforts were made to enhance the capacities of the countries of the region to implement and follow up international and national commitments on sustainable development and human settlements. Technical assistance provided to several countries of the region on issues such as environmental externalities and the implementation of the Access Principle fostered better understanding between public and civil society actors on sustainable development. Participation indicators showed that there was good representation by countries of the region of Latin America and the Caribbean in all the activities of the subprogramme.

Subprogramme 9
Natural resources and infrastructure

20.10 (a) *Strengthened institutional capacity in the countries of the region to formulate policies and regulatory mechanisms for sustainable natural resource management.* ECLAC provided technical assistance to Government institutions in relation to policy formulation in the area of the sustainable development of natural resources and infrastructure. In particular, assistance was provided in the areas of energy policy and efficiency, renewable energy and the conservation of natural resources, mining and water management. Twenty-seven countries of the region acted upon the recommendations made by the subprogramme in those thematic areas.

(b) *Strengthened regulatory capacity in the countries of the region for the provision of infrastructure and public utility services*. In maritime transport and port operations policies and the regulation of shipping security, technical assistance was provided to the Caribbean Community (CARICOM) countries. Technical cooperation on port reforms was also provided, jointly with the Inter-American Committee on Ports of the Organization of American States (OAS), to the member countries of OAS. In the energy sector, a proposal was made to the regulatory authorities of Latin American countries regarding improving the regulation of energy services at the Third World Forum on Energy Regulation. Sixteen countries of the region acted upon ECLAC recommendations on those issues.

(c) *Increased utilization of technical cooperation services offered by the subprogramme*. ECLAC provided substantive support to the thirty-eighth Meeting of Ministers of the Latin American Energy Organization and the fourth World Water Forum; participated in policy debates on energy integration at the World Energy Council and the 2007 Regional Energy Integration Forum; and provided analytical input and facilitated policy debate at the Ibero-American Summit and the European Union-Latin American and the Caribbean Summit, as well as at sessions of the Latin American Parliament. ECLAC also started activities on investment and the energy integration process in South America, within the framework of an agreement signed with other regional institutions.

Subprogramme 10
Statistics and economic projections

20.11 (a) *Modernization of the national accounts of the countries of the region through the incorporation of the new methodological recommendations adopted at the international level in the framework of the System of National Accounts 1993 and their adaptation to the special needs arising from structural changes in the economies*. The ECLAC Statistics and Economic Projections Division has been making continuous efforts to create technical capacities in national accounts and external sector statistics among regional countries. Further to a questionnaire survey, reports on regional seminars and official websites of national offices in charge of national accounts, ECLAC estimates that 22 countries of the region have made satisfactory progress on the adoption of the 1993 version of the System of National Accounts.

(b) *Increased utilization of the economic indicators and projections compiled and produced by the subprogramme*. References to the *Preliminary Overview of the Economies of Latin America and the Caribbean 2006* indicators have exceeded the target, and that publication has become one of the Commission's most cited. The number of downloads of the *Statistical Yearbook 2006* also shows that there has been extensive use of ECLAC data by various users at the national, regional and international levels.

(c) *Strengthened capacity on the part of the countries of the region to monitor the fulfilment of the Millennium Development Goals relating to poverty and social well-being, and better policies for disseminating harmonized indicators, both at the national level and in the United Nations system*. The region made progress in terms of the availability of information for the monitoring of the Millennium Development Goals. The subprogramme has contributed by increasing the awareness of the relevance of the Millennium Development Goals and their appropriate measurement; identifying the gaps between national and international data and initiating actions to reduce them; and developing a set of complementary and additional indicators to the Millennium Development Goals to allow for the richer and more specific analysis of the social situation in the region. A total of 20 countries of the region have made satisfactory progress in incorporating ECLAC methodological recommendations into the design and compilation of poverty and social well-being indicators.

Subprogramme 11
Subregional activities in Mexico and Central America

20.12 (a) *Strengthened understanding and analytical knowledge of member State stakeholders in formulating and implementing policies and programmes regarding the issues indicated in the objective*. In 2006-2007, about 1,299 member State stakeholders accessed services and products of the subprogramme aimed at strengthening understanding and analytical capacity to formulate and implement policies and programmes — 20 per cent above the revised target of 1,080 for 2007. The institutions involved were from all 10 of the States members of the subregion, as well as from 16 other States in the region and 17 States in other regions. Products linked to this expected accomplishment that have been completed to date include 44 publications, technical material for 2 ECLAC flagship publications, 7 databases and 12 expert groups. The strategy for increased access was to focus on electronic distribution via the website, with downloads increasing from 750,000 in 2004-2005 to 2,741,000 in the first 23 months of 2006-2007. In addition, 336 member State stakeholders have been trained in and/or are using services and products of the subprogramme aimed at strengthening understanding and analytical capacity to formulate and implement policies and programmes, representing 96 per cent of the target of 350 for the end of 2007 (see www.eclac.cl/mexico).

(b) *Increased awareness among member States of the development agenda facing the subregion, including its integration process and the global framework*. In 2006-2007, the subregional office registered 247 stakeholders that consider specific ECLAC services and products useful in increasing awareness of the development agenda facing the subregion. This measure is based on the results of voluntary online evaluations of 10 publications (82) and of the participant exit survey evaluations of four expert group meetings (82) and four training activities (83). The 24-month result represents an increase of 76 per cent over the upwardly revised target for the biennium of 140 stakeholders involved in the evaluation of products and services.

Subprogramme 12
Subregional activities in the Caribbean

20.13 (a) *Improved knowledge of member States in formulating and implementing social policies and programmes, integrating gender analysis at the formulation, implementation and evaluation phases*. A major concern during this period was the need to address difficulties relating to shared data availability for analysis and policymaking. So far, only Belize, Saint Lucia and Trinidad and Tobago have expressed their willingness to share their data. Important action was taken at the meeting of regional statisticians held in Port-of-Spain on 25 and 26 June 2007, when agreement was reached on the setting up of a comprehensive database to support household surveys. The gender mainstreaming methodology activities produced a comprehensive gender review and assessment of national HIV/AIDS programmes in the Bahamas, Guyana and Trinidad and Tobago. The subprogramme also contributed to the formulation of 32 policies and programmes using gender mainstreaming methodology in member States receiving technical cooperation services from ECLAC.

(b) *Increased awareness of the new concepts of development and the new regional and global structures and their potential impact on the sustainable development process for the small island developing States in the subregion.* The secretariat has strengthened its partnerships arrangements in the Caribbean region in the area of sustainable development. The subregional headquarters for the Caribbean improved the region's level of preparedness for natural disasters by support for the strengthening of the Caribbean Disaster Emergency Response Agency, which coordinates mitigation and response efforts in the Caribbean. Strengthened capacity in the use of its disaster impact assessment methodology was evidenced by the delivery of training workshops to more than 200 officials during the period. The subregion has not, however, succeeded in developing an early warning system for natural disasters. The high-level Ministerial Dialogue, held in Antigua in March 2006, adopted a social development framework for the Caribbean which will, indeed, serve as a strategic guide to comprehensive actions necessary to advance the achievement of the Millennium Development Goals and sustainable development in the subregion. The process of strengthening partnerships in the Caribbean region needs to be followed through in an effort to obtain additional support in terms of financial resources, political endorsements and noteworthy contributions to the discussion and implementation of strategies for sustainable development.

(c) *Strengthened technical capacities in the Caribbean countries for implementing the new trade-related commitments and for deriving benefit from new market-access opportunities in the context of integration schemes.* A total of 25 strategies to improve linkages with global markets were formulated by beneficiaries of the services of the subprogramme. The subprogramme worked with member countries in increasing awareness about the implications for national economies of the introduction in 2006 of the CARICOM Single Market and Economy and conducted seminars for officials on small and medium-sized enterprises to introduce new techniques for doing business. Technical cooperation was provided on national energy policy frameworks, including ethanol and geothermal energy; integrated water resources management; taxation structure, debt accumulation and economic trends in the Caribbean; and capital market development. With a view to strengthening partnerships, a memorandum of understanding was signed with the Caribbean Development Bank.

Section 21
Economic and social development in Western Asia

Highlights of programme results

Despite the evacuation of staff for a period of two months and the continuing unfavourable political situation in Beirut, the United Nations Economic and Social Commission for Western Asia (ESCWA) delivered the expected results for 2006-2007 and forged strategic partnerships with regional and national players, in particular the League of Arab States (LAS) and the Economic Commission for Africa, with a view to enhancing coherence and synergy. To further assist policymakers in meeting the Millennium Development Goals, ESCWA led 14 United Nations regional entities in tracking progress towards the Goals in the Arab region through the preparation of the 2007 report and a booklet focusing on youth, and built capacity on Millennium Development Goal indicators.

ESCWA assisted its member countries in the formulation and implementation of integrated water resources management strategies and played a lead role in the establishment of an Arab water utilities association. Efforts led to the adoption of policies for increasing energy efficiency and the use of renewable energy. Work on an integrated social policy led to a re-examination of national social policy agendas and the linking of population issues to social policy formulation.

Continuous monitoring and follow-up resulted in the adoption of regional trade and transport facilitation measures and the entry into force of a memorandum of understanding on maritime transport cooperation. ESCWA assisted the countries in the region in articulating strategies relating to information and communications technology and developed regional capacities for measuring information and communications technology indicators. ESCWA enhanced national expertise in preparing reports on the Convention on the Elimination of All Forms of Discrimination against Women and supported the formulation of gender-sensitive policies.

Challenges, obstacles and unmet goals

It was recognized that the complementarities between normative and analytical work and operational activities needed to be strengthened to improve the quality and effectiveness of both types of activities. In addition, conducting periodic assessments to identify the capacity-building requirements of member countries and extending relevant services in a timely and effective manner must be included in the future planning of the programme of work.

Some progress was made in improving the formulation of the logical framework elements during the biennium. However, ESCWA recognized that further efforts were needed to set more realistic targets, better articulate the linkages between logical framework elements and develop more specific performance measures to guide the gathering of evidence and the demonstration of results in future.

Despite the additional costs involved and the extra time needed to organize intergovernmental meetings outside Beirut, the holding of such meetings in various member States contributed to increasing public awareness and interest in the host countries about ESCWA. Finally, the evacuation of staff for a period of more than two months during the war of summer 2006 and the continuing concern about the security situation in Lebanon had an adverse impact on the implementation of the work programme.

Output implementation rate

The above-cited results are based on the implementation of 86 per cent of 270 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for 2006-2007 (A/60/6 (Sect. 21)).

Executive direction and management

21.1 (a) *The ESCWA programme of work is effectively directed and supported by human and financial resources.* The evacuation of staff for a period of more than two months during the war of summer 2006 and the continuing concern about the security situation in Lebanon had an adverse impact on the implementation of the work programme. The security situation necessitated the holding of many meetings outside Beirut, which required additional financial resources and complex administrative procedures. The implementation of technical assistance activities also suffered, and most publications were delayed until the end of the biennium. Despite those challenges, ESCWA had managed to register an implementation rate of 85 per cent by the end of 2007, compared with the target of 94 per cent. The deteriorating security situation also had a negative effect on the recruitment process, which averaged 145 days, compared with the set target of 112 days.

(b) *Improved intergovernmental collaboration and interaction to increase the impact and effectiveness of ESCWA work.* ESCWA managed to hold its seven planned intergovernmental meetings. According to evaluation questionnaires, an average of 11 member countries expressed overall satisfaction with the conduct and results of the intergovernmental sessions in 2006-2007, representing a marked improvement from the average of 7 countries in 2005. Member countries also expressed their satisfaction with the conduct of the twenty-fourth session of the Commission, the issues addressed and the improvement in the work of the secretariat as compared with previous sessions. The assessment of the intergovernmental process showed that a large number of representatives of member countries wanted closer links with the secretariat through more frequent intergovernmental meetings.

(c) *Increased public awareness of ESCWA work in pursuing regional priorities and emerging issues.* ESCWA-related news appeared 1,036 times in audio, visual and print media in the region. The number of clients and users of ESCWA public information products totalled 995, mainly as a result of the revamped weekly newsletter, with its more comprehensive coverage and improved design. In addition, the electronic mailing list maintained by the United Nations Information Service started to include meeting participants who had expressed interest in receiving information about ESCWA work and achievements, and it grew quickly during the biennium. ESCWA recognized the need to sharpen the focus of media activities and select priority areas for more intensive public awareness and advocacy measures.

Subprogramme 1
Integrated policies for the management of regional resources for sustainable development

21.2 (a) *Enhanced capacity of member countries to formulate and adopt integrated environmentally sound policies and measures and introduce mechanisms to improve the sustainable management of natural resources, with particular emphasis on the water, energy and production sectors.* Following ESCWA efforts, the number of countries that formulated and adopted sustainable policies and measures in energy, water resources and land degradation rose from 10 in 2005 to 18 in 2007, while the number of policies and measures to protect the environment and reduce pollution rose to 14 in 2007. Coordinated efforts with the League of Arab States and the Regional Office for West Asia of the United Nations Environment Programme in preparing for the fourteenth and fifteenth sessions of the Commission for Sustainable Development contributed to the adoption of three policies by member countries relating to energy efficiency labelling, a clean development mechanism and energy-efficient building codes. ESCWA played a leading role in the establishment of an Arab water utilities association, which 11 countries joined.

(b) *Improved performance and competitiveness of small and medium-sized enterprises by networking and clustering and harnessing technology and innovation.* In Bint Jbeil, southern Lebanon, where a cluster of small-scale za'atar farmers (including women and young people) has been established, new cultivation practices and measures were introduced, leading to the doubling of the harvest, increased profit and improved business management skills on the part of the beneficiaries. This pilot project was replicated in Ein el Deleb. ESCWA efforts contributed to the elaboration of a national quality standard for za'atar. In Iraq, an agro-food processing unit was launched on the basis of a network of small dairy producers. The need to set up a contingency plan to meet unexpected security conditions and other unforeseen factors was discussed.

(c) *Increased application of measures and approaches for integrated water resource management among member countries for the prevention of water and environment-related disputes.* ESCWA assisted in the preparation and implementation of integrated water resources management strategies and shared water resources in eight countries. ESCWA helped 12 participants from the Arab region develop skills in groundwater modelling and data analysis and acquire techniques for the protection and sustainable management of shared aquifers.

(d) *Increased use by member countries of tools and techniques to enhance productivity and competitiveness in the production sectors.* Based on the work of ESCWA, issues relating to sustainability and the competitiveness of the fisheries sector were incorporated into the national strategy for environmental sustainability of Yemen. Jordan and the Syrian Arab Republic formed national committees on trade and the environment and enhanced the skills of their committee members in connection with the use of tools and techniques to assess the costs and implications of liberalizing trade in environmental goods and with small and medium-sized enterprises, with ESCWA support. ESCWA also facilitated a dialogue on regional trade and environmental priorities and increased the awareness of over 150 participants about tools for conducting sustainability impact assessments of free trade agreements. The consultation resulted in the Algiers Declaration on sustainability impact assessments in the area of trade and environmental issues. It was noted that the number of initiatives would be a better indicator of subprogramme results than the number of countries.

Subprogramme 2
Integrated social policies

21.3 (a) *Enhanced capacity of member States requesting assistance to formulate integrated social policies and programmes that are region-specific and culturally sensitive.* Bahrain, Egypt and the Sudan initiated projects to engage in social policy debate and analysis and adopted the integrated ESCWA social policy approach linking population issues to social policy frameworks. Morocco, Oman, the United Arab Emirates and Palestine benefited from technical advisory missions. Continued awareness-raising and advocacy by ESCWA led to the implementation by eight countries of measures to integrate the elderly and persons with disabilities into their development plans, exceeding the target by two. Activities to foster partnerships for sustainable urban development and social inclusion led to the adoption of the regional campaign on secure tenure and good urban governance by the Syrian Arab Republic and Yemen, raising the number of Governments adopting the campaign to six.

(b) *Increased capacity of civil society institutions in implementing community development mechanisms.* ESCWA work on networking and participation between Governments and local communities contributed to the building of the capacity of 92 Palestinians and Yemenis (including 39 women) in planning, managing and implementing development projects based on a participatory social development approach. The training was replicated in other local communities, bringing the total number of beneficiaries to 175. Furthermore, ESCWA activities contributed to the exchange of good practices in the context of public-civil society partnerships. Four Government entities adopted the community development approach and mechanisms developed by ESCWA for social services at the local level. The number of civil society institutions and local communities that adopted the approach also increased from 5 to 12, exceeding the set target. ESCWA contributed to strengthening networking mechanisms between Governments and civil society institutions by facilitating the establishment of eight new joint committees.

Subprogramme 3
Economic analysis and forecasting for regional development

21.4 (a) *Increased understanding of the use of macroeconomic variables and indicators of performance for economic forecasting in policymaking and planning.* Work continued on monitoring and analysis of progress towards the Millennium Development Goals in all Arab countries. The dissemination of the ESCWA flagship publication, *Survey of Economic and Social Developments in the ESCWA Region* was improved through electronic issuance. In 2007, ESCWA launched the *World Economic Situations and Prospects* for the region. According to readership surveys conducted, 43 per cent of readers expressed satisfaction with the quality of the publication. However, the survey also revealed that the presentation and timeliness of the publication, as well as its marketing, could be improved.

(b) *Improved national capacity to formulate macroeconomic policy and development programmes.* ESCWA led United Nations regional agencies and the League of Arab States in the preparation of the 2007 Millennium Development Goal report for the Arab region, which focused on youth. The subprogramme contributed to capacity-building in the region for short-term economic forecasting on composite economic indicators by introducing a new method in constructing the indicators. In partnership with the United Nations Development Programme, ESCWA contributed to the capacity-building of Iraqi officials through 15 workshop modules for the Ministry of Municipalities and Public Works (14 modules) and the Ministry of Justice (1 module) of Iraq. A total of 259 participants (86 women) improved their skills in specialized management issues tailored to their needs. A training of trainers course on business planning and performance management, given to 22 Iraqi officials, assisted knowledge transfer.

Subprogramme 4
Regional integration and responding to globalization

21.5 (a) *Enhanced ability of member countries to implement policies and measures recommended by the Monterrey Consensus on financing for development.* ESCWA-related activities contributed to the adoption of 11 measures to implement the Monterrey Consensus by the end of 2007, surpassing the target of 7. ESCWA assistance to member States also included the development of a database on foreign direct investment statistics, the conduct of surveys and the training of 38 Government officials to upgrade negotiation skills and increase understanding of legal and regulatory framework agreements.

(b) *Enhanced capacity of member countries to implement and monitor the integrated transport system in the Arab Mashreq.* As mandated by its resolution 279 (XXIV), ESCWA made efforts to follow up the implementation of the Integrated Transport System in the Arab Mashreq (ITSAM), which contributed to an increase in the numbers of ITSAM measures being adopted by member countries. The number of measures doubled from the 2005 level, reaching 30 by December 2007, surpassing the target of 25. Bahrain, Kuwait and Palestine acceded to the Agreement on International Roads in the Arab Mashreq; Bahrain, Saudi Arabia and Palestine acceded to the Agreement on International Railways in the Arab Mashreq; and both Saudi Arabia and the Syrian Arab Republic ratified the memorandum of understanding on maritime transport cooperation. Iraq, Lebanon, Saudi Arabia and Yemen established national transport and trade facilitation committees. Furthermore, 16 of the 18 specified routes of the Arab railways network agreed upon by the League of Arab States in November 2007 were within the framework of the ESCWA agreement.

(c) *Greater participation in the multilateral trading system.* ESCWA continued to keep member countries informed about developments concerning the Doha Development Agenda and the World Trade Organization (WTO) negotiations round, in particular regarding market access, trade facilitation and follow-up to the outcome and implications of the sixth WTO Ministerial Conference for the countries in the region, and provided related policy advocacy and advice. ESCWA advocacy efforts also helped raise awareness of mode 4 of the General Agreement on Trade in Services, which relates to the movement of natural persons and the negotiation of market access for labour within a multilateral framework that recognizes the principles of the most-favoured-nation and national treatment.

(d) *Increased facilitation of transboundary flows of goods, services, persons and capital among member countries.* Technical assistance provided by ESCWA led to the first debate in Jordan on legislation on international multimodal transport and related regulations, the adoption of a law on ports in Yemen and, in February 2008, the submission to the ninth session of the Committee on Transport for its approval of a draft regional agreement on international multimodal transport. The Council of Arab Economic Unity adopted recommendations to promote transport facilitation for enhancing intraregional trade in the Arab world, in line with ESCWA work. Cooperation with LAS facilitated the adoption of an initiative to expand the ESCWA roads and railways agreements and promote the establishment of transport and trade facilitation committees in other Arab countries.

Subprogramme 5
Information and communications technology for regional integration

21.6 (a) *Improved enabling environment for the development of the information society and knowledge-based economy in the region through relevant instruments.* ESCWA assisted the countries of the region in articulating information and communications technology strategies and disseminated information on such issues widely in the region. Five countries (Lebanon, Oman, Qatar, the Syrian Arab Republic and Yemen) developed information and communications technology strategies and initiated implementation, bringing the total to 10, surpassing the target for the biennium. All countries in the region show substantive improvement as measured by indicators 47 and 48, corresponding to Millennium Development Goal 8 on information and communications technology development and related target 18. ESCWA led the initiative to develop regional capacities in measuring information and communications technology indicators and developed guidelines on such indicators with a view to standardizing information and communications technology measurements in the region.

(b) *Activated partnership for implementing information and communications technology projects to achieve socio-economic development, with particular emphasis on the Millennium Development Goals.* ESCWA forged new partnerships with information society stakeholders for the development of information and communications technology initiatives at the national and regional levels (with LAS and the Arab Women Organization) and fostered partnership between Cisco and a number of Iraqi institutions to build networking academies, thereby raising the number of partnerships to 11. Four knowledge-sharing networks involving 46 institutions were established, exceeding the target of 30 for the biennium. ESCWA recognized the importance of technical cooperation activities as a means of forging and developing new partnerships in member countries by addressing capacity-building needs, and considered that cooperation among regional entities and with non-governmental organizations and the private sector are crucial for the success of initiatives focused on information and communications technology.

Subprogramme 6
Comparable statistics for improved planning and decision-making

21.7 (a) *Increased capacity of ESCWA member States to produce harmonized macroeconomic, international trade and sectoral statistics.* Progress was made in the area of trade statistics, principally with regard to the implementation of the Harmonized System. The target of 13 member countries using the Harmonized System in producing and disseminating merchandise trade statistics was achieved. An assessment of the needs of countries in statistics showed that, of 13 countries, 11 had implemented the Standard International Trade Classification, Rev. 3, and 12 had implemented the International Standard Industrial Classification, Rev. 3. ESCWA activities to assist member countries in conducting surveys and censuses on economic activities, to identify ways to synthesize and make coherent use of data from various sources and to advocate internationally accepted concepts and definitions have contributed to the increased scope and coverage of national accounts compilation along the lines of the 1993 version of the System of National Accounts.

(b) *Strengthened skills of national statistical officials to produce gender-disaggregated social statistics and indicators in specialized areas, such as population, education, unemployment, and other systems of statistics and data required to measure progress towards achieving the Millennium Development Goals and for monitoring the implementation of the outcomes of major global conferences.* The overall capacity of the region to provide sex-disaggregated data improved, with a gender unit being established in Iraq and four statistical reports on women and men being published in Bahrain, Egypt, Oman and Qatar, bringing the total number of such reports to nine and reaching the target of the biennium. Twelve participants from Jordan, Tunisia and Palestine benefited from the customized workshops on project design, data cleaning and reviews of national DevInfo databases. National DevInfo databases were developed and launched for Jordan and Palestine. ESCWA established a regional task force, consisting of directors of census operations, to harmonize efforts in conducting such operations in line with the United Nations Statistics Division initiative on the 2010 World Programme on Population and Housing Censuses. A virtual library was developed to serve as a knowledge base for sharing information and providing users with resource tools.

Subprogramme 7
Advancement and empowerment of women

21.8 (a) *Strengthened capacity of national mechanisms for the empowerment and advancement of women to address gender imbalances and mainstream a gender perspective.* ESCWA advocacy work emphasized the need to adopt measures to mitigate the adverse effects of war and instability on women and contributed to the increase in the number of member countries establishing mechanisms for women from 8 in 2005 to 13 in 2007. ESCWA provided technical assistance and capacity-building to national mechanisms for women, with 36 participants from 11 member countries trained in gender analysis and strategic planning, which is necessary in order to promote gender mainstreaming. Three more countries (Bahrain, Lebanon and Yemen) adopted the gender mainstreaming approach; 30 judges and parliamentarians were trained on the Convention on the Elimination of All Forms of Discrimination against Women, and Bahrain and the Syrian Arab Republic submitted their first periodic reports pursuant to the Convention.

(b) *Increased civil society institution involvement in and contribution to policy dialogue with Governments on gender issues and monitoring the implementation of the recommendations of global conferences.* ESCWA contributed to the increase in the number of women non-governmental organizations engaged in policy dialogue on the advancement of women and gender equality and in monitoring the implementation of the recommendations of global conferences. In 2006 and 2007, a total of 12 non-governmental organizations drafted shadow reports of the Committee on the Elimination of Discrimination against Women, exceeding the set target of 8. By disseminating a regional shadow report by non-governmental organizations on the implementation of the Convention on the Elimination of All Forms of Discrimination against Women, the subprogramme provided the civil society with a voice in the policy debate on women's issues in the region.

Section 22
Regular programme of technical cooperation

Highlights of programme results

The regular programme of technical cooperation continued to serve as an important vehicle to strengthen Member States in developing their capacity to achieve the internationally agreed development goals, including the Millennium Development Goals, through accessing the wide-ranging and diverse professional expertise, technical competence and knowledge available in the Secretariat of the United Nations. The programme provided operative flexibility in responding rapidly to new and emerging needs of Member States, as well as affording implementing entities the necessary means to effectively deliver a multisectoral approach to development under the One UN initiative.

During the current biennium, efforts continued in refocusing the regular programme from delivering technical cooperation as an end in itself to carrying out activities that support the strengthening of the capacity-development process at the country level, with better integration and coordination with the United Nations country teams. To improve programme delivery and reporting on concrete results, the application of the logical framework was extended to each implementing entity, resulting in the formulation of expected accomplishments at the level of each programme. This approach represents a further improvement from the previous biennium, with regard to which a broad objective and expected accomplishments were set at the overall level of the section.

Challenges, obstacles and unmet goals

Although all implementing entities are determined to improve management accountability, monitoring and reporting on the achievements attained through the regular programme, further efforts are required to improve the results-based management, monitoring and reporting mechanisms. While recommendations contained in A/59/397 called for the designation of an overall programme coordinator, the absence of a decision on this issue had an impact on the development of a more coherent programme strategy for the regular programme at the global level, resulting in few improvements during this biennium in terms of reporting on results and impact.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 22)).

22.1 The approved objective, expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 22)). To facilitate the review for the present programme performance report, the expected accomplishments for each implementing entity, against which results are being reported, are reflected below. The Department of

Economic and Social Affairs coordinated the presentation of programme performance analysis.

A. Sectoral advisory services

Economic and social affairs

22.2 (a) *Strengthened institutional capacity of developing countries through the means of advisory services to implement national development strategies in line with the outcomes of global conferences.* With the aim of strengthening institutional capacity at the national and local levels, the Department of Economic and Social Affairs conducted a total of 370 advisory missions in the form of needs-assessment, diagnostic and project-formulation missions. The Department's interventions included 140 advisory missions in response to targeted requests from Member States and 230 missions aimed at transferring departmental knowledge and expertise in the area of statistics, governance, gender, social policies and sustainable development at national, regional and international workshops, conferences and symposiums. Targeted interventions by the Department contributed towards development in 140 countries, including the adoption of methodologies on conflict management in Guinea-Bissau; strengthened economic and social development policies in the Libyan Arab Jamahiriya; mechanisms for participatory budgeting in Montenegro, Serbia and the former Yugoslav Republic of Macedonia, as well as in Kosovo; the formulation of national family policy in Maldives; an improved national development strategy in Bolivia in the areas of macroeconomics, finance, energy, rural development, public administration and the social sectors; the consideration of an equitable, poverty-reducing and child-oriented social policy by the Planning Commission of Nepal; and the strengthening of 90 national statistical offices in the areas of water accounting, gender statistics and environmental-economic accounting.

(b) *Enhanced awareness, knowledge and skills of makers and shapers of policy on specific technical and policy issues in the areas related to the achievement of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992.* The activities of the Department of Economic and Social Affairs in the biennium 2006-2007 contributed to the adoption of the System of Environmental-Economic Accounting for Water as an international statistical standard; facilitated the establishment, in collaboration with UN-Habitat, of a global water operators partnership and its implementation by strengthening the technical and institutional capacities of public water utilities to provide access to water and sanitation services (Asia, Africa and Latin America); and contributed to the adoption of the Johannesburg Declaration in support of an African Regional Social Policy. Sixteen Governments made commitments to implement the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and a national workshop held in Cambodia resulted in a plan to link the concluding comments of the Committee on the Elimination of Discrimination against Women to national development planning frameworks. Activities completed by the Department in the 2006-2007 biennium included six policy notes on macroeconomics and growth, finance, State-owned enterprise reform, social policies, investment and technology, and trade; progress towards the development of Demopaedia, an interactive web-based demographic dictionary; the organization of 56 workshops, attended by 3,251 participants from 137 countries (evaluated as relevant by 90 per cent of the participants); and the implementation of 5 online training modules on tactical and strategic aspects of e-government. A total of 104 individuals from 51 countries were sponsored through the Department's fellowship programme aimed at advancing professional skills on issues including energy statistics, environmental accounting and integrated economic statistics.

Trade and development

22.3 (a) *Increased awareness and knowledge of policy options and their implications in the areas of trade, investment and related areas in developing countries, countries with economies in transition and their groupings*. In the biennium 2006-2007, UNCTAD contributed to enabling policymakers from the Group of 24 countries to push for reform of the International Monetary Fund governance structures by enhancing their understanding of the development dimension of current financial and monetary issues. UNCTAD also contributed to the completion of investment policy reviews in Colombia, the Dominican Republic, Morocco, Rwanda, Viet Nam and Zambia; the elaboration of best practices in investment promotion and facilitation for Ghana and Zambia; and the implementation of the investment policy reviews of Uganda. A total of seven training courses benefiting 175 participants enhanced the understanding of stakeholders on World Trade Organization rules and disciplines. In all, 80 requests for advisory services on trade and development were received and provided by UNCTAD.

(b) *Strengthened capacity of developing countries and countries with economies in transition to formulate effective policies in the areas of trade, investment and related areas, and national development strategies based on a good understanding of the interlinkage of policies among those areas*. UNCTAD conducted regional training courses on key issues on the international economic agenda in Beirut, Belgrade, Bangkok and Cairo to about 87 participants, 26 of whom were from least developed countries and 16 from countries with economies in transition. Two regional training courses were conducted on the same key issues in Lima and Dakar, benefiting a total of 46 participants from 38 countries, of which 12 were least developed countries.

(c) *Strengthened national ownership by least developed countries of the integrated framework process, and the formulation of trade policies and strategies that are integrated or mainstreamed into their national development plans and poverty reduction strategies, such as poverty reduction strategy papers*. In addition to the various interventions referred to in the paragraphs above, UNCTAD further contributed towards the strengthened mainstreaming of trade into development strategies by participating in pre-diagnostic trade integration studies national validation workshops in the Niger and the Sudan; a regional workshop for integrated framework process national focal points in Senegal; diagnostic trade integration studies workshops in Angola, the Comoros, the Lao People's Democratic Republic, Mali, Uganda and Vanuatu; advisory missions in Rwanda and Uganda; and sensitization missions and workshops in the Comoros, Equatorial Guinea, Solomon Islands and Vanuatu. UNCTAD was involved in the implementation of the integrated framework process in Chad, the Lao People's Democratic Republic, Maldives, Sao Tome and Principe and Sierra Leone.

Human settlements

22.4 (a) *Increased capacity of institutions to formulate human settlements policies, strategies and programmes, with special focus on reduction of urban poverty and response to disasters*. In the field of post-disaster reconstruction, advisory services were provided to Afghanistan and Pakistan for community-based rehabilitation projects and to Bosnia and Herzegovina for shifting grant-based housing finance for reconstruction to more sustainable housing schemes based on the mobilization of the domestic and international finance market. Other important activities included contributions for the development of substantive concept notes and specialized guidelines and instruments for the implementation of technical cooperation projects.

(b) *Utilization of training materials and guidelines to address human settlements issues*. With the objective of ensuring the implementation of the Millennium Development Goal target on improving the lives of slum dwellers, several activities were implemented in the areas of housing, slum upgrading and access to basic services, land management, the socio-economic integration of vulnerable groups, local leadership, integrated local and regional development and the linking of reconstruction to development in post-disaster situations. Those activities included designing training manuals, handbooks and other tools. Technical support for training institutions was also offered by UN-Habitat with a view to building capacity in the implementation of innovative training programmes targeting local government and development-oriented non-governmental and community-based organizations.

International drug control, crime prevention and criminal justice

22.5 (a) *Enhancement of national capacity for implementing the conventions on drug control, transnational organized crime, corruption and terrorism, as well as the standards and norms in crime prevention and criminal justice*. The United Nations Office on Drugs and Crime provided advisory services to 46 countries, focusing on building sustained technical assistance responses to strengthen criminal justice institutions, facilitate the implementation of international legislative instruments and promote international cooperation, including South-South partnerships.

(b) *Enhanced knowledge and skills of policymakers and criminal justice officials on the implementation of the conventions on drug control, transnational organized crime, corruption, and terrorism, and of standards and norms in crime prevention and criminal justice*. Nearly 6,000 criminal justice practitioners received training, including participants from Afghanistan, Guinea-Bissau, Haiti, Iraq, Lebanon and the Sudan, as well as from the Palestinian Authority. The Office was also instrumental in formulating a series of support tools for law enforcement and criminal justice practitioners, including the comprehensive criminal justice assessment toolkit, casework support tools, a variety of handbooks and standardized training curricula.

Human rights

22.6 (a) *Enhanced awareness, knowledge and skills of policymakers and public officials of regional organizations on international human rights standards and mechanisms and on the human rights implications of their work*. During the biennium 2006-2007, nine Asian countries were provided with methodological tools to establish national human rights institutions in accordance with the Principles relating to the Status and Functioning of National Institutions for the Promotion and Protection of Human Rights (Paris Principles), as a result of a regional workshop in Manila. The Sixth Conference of African National Human Rights Institutions, held in Kigali, contributed to enhancing the awareness and capacity of those institutions. In addition, a seminar held jointly by the Office of the United Nations High Commissioner for Human Rights and the Economic Commission for Latin America and the Caribbean on economic, social and cultural rights promoted awareness and understanding regarding the protection of economic, social and cultural rights among judiciary and civil society organizations in the Latin American and Caribbean region. Finally, as regards treaty body reporting, special procedures and guidelines for follow-up activities were adopted and disseminated, and communication networks established, by representatives of 18 developing countries.

(b) *Enhanced cooperation among Governments, national human rights institutions and non-governmental organizations within their respective regions and subregions in dealing with human rights issues that require a regional approach and initiative.* The fourteenth annual workshop on the framework on regional cooperation for the promotion and protection of human rights in the Asia-Pacific region, held in Bali, Indonesia, fostered greater cooperation among 32 Member States, 13 national human rights institutions, UNDP, the Office of the United Nations High Commissioner for Refugees, UNICEF, the World Bank and representatives of various non-governmental organizations.

Humanitarian assistance

22.7 (a) *Effective contingency planning at international and national levels.*

(b) *Enhanced awareness, knowledge and skills by Governments in contingency planning, its dissemination and application.* The Office for the Coordination of Humanitarian Affairs assisted Governments and national, regional and international organizations in establishing consistent standards and procedures to develop contingency planning, incorporating lessons learned and best practices in planning for humanitarian responses. The Office also undertook technical assistance missions that provided recommendations to national Governments on strengthening planning and response mechanisms and promoted regional information-sharing and the creation of knowledge networks.

B. Regional and subregional advisory services

Economic and social development in Africa

22.8 (a) *Effective policy formulation and implementation for achieving sustainable national development and poverty reduction through advisory services.* With funding from the regular programme of technical cooperation in 2006-2007, the Economic Commission for Africa (ECA) undertook 44 advisory missions and organized 49 national and regional training workshops in the areas of trade negotiations, integrated water resources development and management, gender, information and communications technologies for development, support to the regional economic communities in the implementation of priorities of the New Partnership for Africa's Development (NEPAD), the formulation of poverty reduction strategies and statistics. Those activities contributed to the strengthening of the capacity of member States in the formulation and implementation of policies and programmes for better addressing current and emerging issues related to achieving the Millennium Development Goals and the NEPAD priorities. Targeted assistance contributed to the design of Millennium Development Goal-based national poverty reduction strategies in several countries in the biennium 2006-2007, including Ethiopia, Ghana and Liberia; the strengthening of several national statistical offices participating in the country reporting process on the Millennium Development Goals; the development of national gender policy frameworks and gender mainstreaming strategies in Liberia, Mauritius, Namibia, Seychelles and Uganda; and the formulation and implementation of national information and communications technology policies and plans in 13 countries.

(b) *Strengthened capacity of policymakers and other officials of member States in the formulation and implementation of policies and programmes in support of achieving internationally agreed development goals through training activities.* Regular programme of technical cooperation activities of ECA in the biennium 2006-2007 contributed to the strengthening of the capacity of trade negotiators in multilateral trade negotiations; the development of the action plan of the Climate for Development in Africa Programme, endorsed by the ECA Conference of Ministers and the African Union Summit of Heads of State and Government in 2007; the establishment of a pan-African e-network for promoting the use of information and communications technologies in Africa; and a strengthened capacity for gender mainstreaming in 14 countries. Other activities undertaken in 2006-2007 included the organization of 10 subregional training workshops for 630 participants aimed at strengthening capacity for the harmonization of national and subregional policies and regulatory frameworks for the development of information and communications technologies in Africa (90 per cent of workshop participants felt that the workshops contributed a great deal to their knowledge and skills for information and communications technology policy harmonization.

Economic and social development in Asia and the Pacific

22.9 (a) *Enhanced national technical capacity for development planning and policy formulation.*

(b) *Strengthened organizational capacity of national Governments to develop and implement policies and programmes to achieve internationally agreed development goals.* The Economic and Social Commission for Asia and the Pacific (ESCAP) provided advisory services with the objective of enhancing national technical capacity for development planning and policy formulation, including a total of 142 advisory missions, 104 of which were targeted specifically at least developed countries, landlocked developing countries and small island developing States. A total of 66 training activities were undertaken to strengthen the organizational capacity of national Governments. Project planning and needs assessment activities were also supported under the programme to strengthen the Commission's approach to supporting the capacity-development needs of targeted countries, with an emphasis on partnership development in support of the sustainability and coherence of project interventions.

Economic development in Europe

22.10 *Enhanced implementation of Economic Commission for Europe normative instruments and progress towards achievement of internationally agreed development goals.* ECE technical cooperation activities strengthened the national capacities of Governments to implement legal instruments, norms and standards pertaining to transboundary challenges and the building of expertise on subregional issues. ECE activities contributed to, inter alia, capacity-building on trade data harmonization; the promotion of investments in energy efficiency leading to the mitigation of climate change; the development of transboundary water cooperation and management (e.g., the establishment of a bilateral water commission for the rivers Chu and Talas, which are shared by Kazakhstan and Kyrgyzstan); and the application of international statistical standards to improve data reliability and comparability. ECE carried out a total of 126 advisory missions and organized 37 training workshops/seminars, which targeted 21 member States, including 18 countries eligible for official development assistance. Those workshops and seminars were attended by more than 1,600 participants.

Economic and social development in Latin America and the Caribbean

22.11 (a) *Increased utilization of short-term advisory services delivered by the Secretariat at the request of member States in response to their small-scale and urgent technical requirements needed to fulfil their broader development policies and strategies.*

(b) *Improved utilization of training services provided to member States that address their specific technical constraints and requirements in the design and implementation of development policies and programmes.*

(c) *Enhanced implementation of field projects that address member States' priority development needs and interests.* As a result of advisory services provided by the Economic Commission for Latin America and the Caribbean (ECLAC), 21 countries took steps to implement recommendations received in the areas of water management and the regulation of water utilities; employment and social statistics; natural disaster risk management; socio-economic reconstruction; health policy; ageing and social protection; trade policy; macroeconomics and determinants of growth; and mining and energy. Beneficiary countries include Argentina, Barbados, Belize, Bolivia, Brazil, Chile, Costa Rica, Cuba, Dominica, the Dominican Republic, Guatemala, Haiti, Mexico, Nicaragua, Panama, Peru, Saint Lucia, Trinidad and Tobago and Uruguay, as well as the Turks and Caicos Islands. With the aim of contributing to improved design and implementation of regional development policies and programmes, ECLAC conducted a total of 17 training courses and workshops targeting officials from national or subnational governments and public institutions. The Commission also implemented four regional field projects aimed at strengthening national capacities in the assessment of the social costs of child undernourishment; the reform of social protection systems; the negotiation and administration of bilateral and multilateral trade agreements; and national strategies to develop the information society. A total of 11 countries (Argentina, Chile, Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Panama, Peru and Venezuela (Bolivarian Republic of)) took steps to implement recommendations emanating from those projects.

Economic and social development in Western Asia

22.12 (a) *Enhanced national priority development policy and planning*; (b) *Enhanced ability of member countries to address specific technical constraints in the development and implementation of policy and programmers in support of internationally agreed development goals;* and (c) *Strengthened organizational capacity to develop and implement policies and programmes to achieve internationally agreed development goals*. The Economic and Social Commission for Western Asia (ESCWA) carried out a total of 267 advisory missions to all of its 13 member countries in the areas of environment, gender issues, social development, World Trade Organization-related issues, transport, energy, statistics, and information and communications technology. ESCWA also organized, at member States' request, a total of 42 training workshops for various stakeholders at the national and subnational levels. Training focused on means for setting, measuring and analysing Millennium Development Goal-related indicators, statistical analysis for labour force planning and empowerment, strengthening national accounts and building information and communications technology networking capacity. The Commission also implemented a national project e-Caravan, a mobile computer and Internet school aimed at teaching computer and information technology skills to the local community in southern Lebanon.

Section 23
Human rights

Highlights of programme results

At the World Summit in 2005, the General Assembly decided to double the regular budget for the Office of the United Nations High Commissioner for Human Rights (OHCHR) over a five-year period, beginning in 2006. During the current biennium, this has translated into the addition of 93 posts and an increase of 36.6 per cent of the programme's regular budget resources. Moreover, the High Commissioner introduced and implemented the strategic management plan, the first biennial plan of OHCHR that provides a comprehensive picture of the objectives, activities and requirements of the programme under a results-based approach. OHCHR has increased its staffing by 45 per cent, resulting in a significant expansion of its presence in the field, stronger thematic expertise and better ability to link up with other institutions to advance the human rights agenda. The programme also strengthened its communications, planning and administration capacity, with the creation of dedicated sections and units. After the inauguration of the Human Rights Council in 2006, the year-long institution-building efforts led to the adoption by consensus in June 2007 of a package of reforms. In 2006, the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment entered into force, and the General Assembly adopted both the Convention on the Rights of Persons with Disabilities and its Optional Protocol and the Convention for the Protection of All Persons from Enforced Disappearance. OHCHR provided advice and support to those processes. With the transfer to OHCHR in January 2008 of responsibility for servicing of the Committee on the Elimination of Discrimination against Women, the Office now provides support to all existing treaty bodies.

Challenges, obstacles and unmet goals

Responding rapidly to critical human rights situations, in particular to increasing requests from the Human Rights Council, is a growing task that demands significant efforts with substantial resource implications. Greater involvement in inter-agency humanitarian forums has led to higher expectations with regard to the involvement of OHCHR in the field from partners. Those developments will require further enlargement of the capacity of the Office. The High Commissioner's proposal to create a unified standing treaty body prompted treaty bodies to increase efforts to harmonize their working methods and reporting requirements, and encouraged States parties to streamline their reporting by using guidelines for the common core document. However, more can be done to ensure that the Office's country engagement and leadership are aligned with the work of the treaty bodies.

Output implementation rate

The foregoing results are based on the implementation of 88 per cent of 4,166 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 23)).

Executive direction and management

23.1 (a) *Programme of work is effectively managed and supported by staff and financial resources.* OHCHR achieved and surpassed the 100 per cent ratio of implementation of outputs and services programmed in the biennium budget. While the rate of utilization of authorized funds is 99.6 per cent, there were savings under regular budget allotments owing to delays in the establishment of the five new regional offices. The large volume of recruitments undertaken by OHCHR during the biennium, 383 posts in total, posed a considerable strain on both programme managers and the Human Resources Management Service of the United Nations Office at Geneva. However, the average length of post vacancy was kept to 216 days.

(b) *Increased exposure to and awareness of OHCHR activities among target audiences.* The target audience reach grew consistently during the biennium. The OHCHR website had approximately 1.9 million individual visitors in 2006 and 2.5 million in 2007. Mentions of the High Commissioner for Human Rights in print and electronic media increased by 15 per cent from 2006 to 2007. Opinion articles by the High Commissioner were published in 75 different newspapers in more than 60 countries in 2007, compared to 84 in 40 countries in 2006.

Subprogramme 1
Human rights mainstreaming, right to development, research and analysis

Human rights mainstreaming

23.2 (a) *Strengthened capacity of United Nations system agencies and United Nations country teams to incorporate human rights aspects into their development, humanitarian and rule of law activities, and to assist Member States, at their request, in building and strengthening national capacities.* OHCHR surpassed the established target of 6 human rights policies and operational guidelines to be adopted by United Nations agencies and inter-agency mechanisms during the biennium, reaching a total of 11. During 2007, OHCHR contributed to support for eight United Nations country teams as "Delivering as one" pilot countries and initiated activities to mainstream human rights in the process. Despite the progress achieved in integrating human rights into common United Nations programming frameworks since the adoption in 2003 of the United Nations common understanding of a human rights-based approach to programming, further guidance in applying this methodology to specific thematic areas is still needed. This would require further strengthening of the Office's internal capacity.

(b) *Wider knowledge within the entire United Nations system, including United Nations country teams, of human rights issues*. OHCHR organized 30 training and induction programmes on the human rights-based approach during the biennium, involving 17 different country teams (surpassing the target of 15) and 40 resident coordinators (surpassing the established objective of 15). In addition, a new common learning package on the human rights-based approach was developed through inter-agency collaboration. The membership of the network of inter-agency staff (currently 10 members) who are knowledgeable about the human rights-based approach to programming needs should be expanded in order to ensure expertise within each region.

Right to development

(a) *Wider integration and/or inclusion of the promotion and protection of the right to development, aimed at the full realization of the right to development, in particular across human rights programmes and the relevant programmes of work of the departments and offices of the United Nations, the specialized agencies and major international organizations and forums related to this issue*. During the biennium, 11 human rights policy and operational guidelines were adopted by United Nations system agencies and inter-agency mechanisms. OHCHR also organized 40 joint projects with country teams to promote a human rights approach to common country programming and inter-agency dialogue. OHCHR continued to provide substantial, administrative, organizational and analytical support to the high-level task force on the implementation of the right to development and the working group on the right to development and to the independent expert on human rights and international solidarity. In addition during 2007, OHCHR supported three technical missions conducted by the high-level task force to assess various global partnerships for development.

(b) *Enhanced awareness, knowledge and understanding of the right to development*. During 2006, OHCHR disseminated over 125,000 copies of publications directly or indirectly related to the right to development and poverty reduction strategies to 119 countries around the world, in response to 2,200 requests. During 2007, another 135,000 publications and documentation were distributed to 115 countries, responding to 2,500 requests. The most widely distributed documents were fact sheets and professional training series.

Research and analysis

(a) *Strengthened respect for the enjoyment of all human rights and fundamental freedoms by everyone, including women, children, persons belonging to minorities, indigenous people, persons with disabilities, persons affected by HIV/AIDS, migrants and victims of trafficking and victims of involuntary disappearances*. During the biennium, OHCHR organized 37 activities to increase awareness and respect for the enjoyment of all human rights and fundamental freedoms by everyone. Those activities include 9 expert group meetings, 8 workshops, 5 training programmes, 2 seminars, 1 inter-agency meeting and 12 fellowship programmes benefiting 63 members of minorities. The United Nations inter-agency common learning package should include a component on the human rights-based approach to HIV/AIDS and on the promotion and protection of the rights of those groups.

(b) *Strengthened efforts that contribute to the elimination of racism, racial discrimination, xenophobia and related intolerance.* In follow up to the Durban Declaration and Programme of Action, OHCHR organized five regional expert seminars and workshops, one subregional workshop, five awareness-raising events and one panel discussion, and contributed to seven regional inter-agency seminars and workshops. There is an increasing need to respond to requests by Member States and other partners for advice on substantive issues related to the fight against racism, racial discrimination, xenophobia and related intolerance.

Subprogramme 2
Supporting human rights bodies and organs

23.3 (a) . *Timely delivery of required and appropriate support to intergovernmental bodies, expert bodies and treaty bodies, inter alia, in order to reduce the reporting burden of States parties.* The programme successfully reduced the backlog of States party reports. In addition, the harmonization of the working methods of the treaty bodies has created a standardized system of documentation symbols and resulted in the adoption of guidelines for streamlined reporting. The target set for the biennium to increase documents submitted on time by 52 per cent was not met (48 per cent were submitted on time) owing to the increase in the number of documents issued by the subprogramme in response to the augmented workload of the Human Rights Council, additional treaty ratifications and new demands created by the establishment of the Subcommittee on the Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment.

(b) *Timely delivery of required and appropriate support to intergovernmental bodies, expert bodies and treaty bodies, inter alia, in order to contribute to reducing the time taken to prepare a complaint for consideration by the appropriate reviewing mechanisms.* During the biennium, OHCHR was able to reduce the delay in dealing with correspondence related to individual complaints. The petitions database was updated and modernized to enhance efficiency in the processing of complaints. The petitions team prepared 259 individual draft decisions for consideration of the three treaty bodies, of which 207 were decided by the Human Rights Committee, compared to 149 in the previous biennium. The Committee dealt with over 14,616 pieces of correspondence, compared to 13,500 in 2004-2005.

(c) *Harmonization and standardization of treaty body documentation.* A new system of symbols was implemented in 2006, which facilitated the processing of, search for and referencing of documents. Despite progress achieved, the target established for the biennium to reduce the number of documents was not met owing to the increased workload and increase in the number of documents issued. Streamlining working methods has also resulted in the increased number and types of documents, such as replies to the lists of issues and follow-up procedures.

(d) *Promotion and enhancement of awareness of the concluding observations and recommendations made by treaty bodies.* OHCHR has made efforts to increase training activities that promote awareness of the recommendations and observations made by treaty bodies, and conducted 23 workshops in 2006 and 2007, against the target of 25. New activities, such as training of the media, non-governmental organizations and national institutions, have also contributed to better awareness of treaty body outputs. Constraints in human and financial resources and the increase in requests received have made it difficult to organize all the planned follow-up workshops.

Subprogramme 3
Advisory services, technical cooperation and field activities

23.4 (a) *Enhanced capacity of United Nations agencies at the country level to assist countries at their request, including through the provision of advisory services and technical and financial assistance, in the development of national promotion and protection systems.* Human rights advisers deployed in 13 country teams provided assistance in identifying human rights needs in the country and provided advice on human rights-based programme strategies and their implementation. The programme has also provided support to strengthen the capacity of United Nations agencies assisting countries in developing their national human rights promotion and protection systems. The mainstreaming of human rights concerns in the work of the country teams and better coordination among OHCHR, country teams and national human rights institutions requires the full commitment of country teams to work on human rights programmes from the outset.

(b) *Enhanced capacity of United Nations agencies, at the country level, to assist countries, at their request, in the development of legislation that is in accordance with human rights instruments.* OHCHR provided advice on drafting laws and procedures in Angola, Bahrain, Bosnia and Herzegovina, Burundi, Chile, Colombia, the Democratic Republic of the Congo, Ethiopia, Georgia, Kosovo (Serbia), Lebanon, Mexico, Serbia, Tajikistan and Uganda. During the biennium, nine laws developed with OHCHR support were adopted by Member States: three in Colombia, three in Guatemala, and one each in the Democratic Republic of the Congo, Italy and the Philippines.

(c) *Increased support, provided at the request of countries, aimed at enhancing institutional capacity at the national level to promote and protect human rights.* The programme provided advice to 29 States on the issue of constitutional or legislative frameworks of national human rights institutions and on their nature, functions, powers and responsibilities. In addition, OHCHR provided support and facilitated the holding of the eighteenth and nineteenth sessions of the International Coordinating Committee of National Human Rights Institutions for the Promotion and Protection of Human Rights. The increased level of cooperation with countries in the development of national human rights institutions was evidenced by the rise in the number of national human rights institutions that are fully compliant with the Paris Principles and Guidelines on Children Associated with Armed Forces or Armed Groups, which at the end of the biennium were 60 (10 above the target). The more the United Nations system works closely with and through independent national human rights institutions, the greater are the chances of success and sustainability of good governance, rule of law and human rights efforts.

(d) *Enhanced awareness and increased knowledge and understanding of human rights instruments.* With support from the Office of the United Nations High Commissioner for Human Rights, human rights have been included in school curricula in Angola, the Democratic Republic of the Congo and Guinea-Bissau. In South-East Asia, moot court training programmes were introduced at faculties of law. In Tajikistan, a textbook and a teacher's manual on human rights were developed and are now part of the curriculum. Human rights materials were prepared in the Kyrgyz, Tajik and Turkmen languages. In Colombia, OHCHR developed a train-the-trainer network within the school of the Attorney General's Office and the penitentiary school and provided advice on training modules to both. Field presences were instrumental in achieving the above objectives and in enhancing the overall relevance of the United Nations human rights programme on the ground. As at the end of 2007, OHCHR was operating 11 country and 9 regional offices.

Subprogramme 4
Support for human rights thematic fact-finding procedures

23.5 (a) *Improved cooperation between special procedures mandate holders and other mechanisms of the human rights machinery*. During the biennium, 12 concluding observations adopted by treaty bodies made reference to recommendations by thematic special procedures mandate holders, some of whom have also contributed to the development of general comments of treaty bodies. In a major UNICEF report and several reports by resident coordinators, explicit references were made to recommendations issued by special procedures mandate holders. However, there is still limited capacity to collect information on United Nations country teams' activities relative to special procedures recommendations. Improved follow-up and coordination of United Nations human rights activities is also necessary.

(b) *Improved coordination among thematic special procedures mandate holders*. OHCHR encourages mandate holders to undertake joint actions, which increased during the biennium: 48 per cent of all communications sent by special procedures mandate holders in OHCHR were joint communications, mandate holders undertook four joint visits, and 20 per cent of their press statements were issued jointly.

(c) *Enhanced awareness of the thematic and country-specific recommendations of thematic fact-finding procedures*. OHCHR provided support to several activities to promote awareness of thematic and country-specific recommendations made by special procedures mandate holders, such as: the issuance of press releases by mandate holders; the organization of human rights events by civil society actors and by United Nations offices conducting work on human rights; the preparation of seminars, meetings and reports by mandate holders; country visits made by mandate holders; the development of information tools; meetings of the Coordination Committee of the special procedures; and the annual meeting of special procedures.

(d) *Provision of information to victims on remedies available at the national and international levels for human rights violations*. During the biennium thematic special procedures mandate holders undertook 92 country visits. In addition, the number of activities undertaken by OHCHR to disseminate information on remedies increased: country visits increased by 36 per cent, press statements increased by 42 per cent and annual reports increased by 67 per cent. Information tools on special procedures, including the website, are currently being translated. This will allow for accessibility of information on remedies by a large number of stakeholders, including victims.

Section 24
Protection of and assistance to refugees

Highlights of programme results

The 2006-2007 biennium saw a significant change in the operational environment of the Office of the United Nations High Commissioner for Refugees (UNHCR). Reversing a multi-year trend, in 2006 the organization recorded an increase in the number of refugees worldwide to almost 10 million persons, or 14 per cent more than in 2005. In addition, the number of internally displaced persons protected or assisted by UNHCR as part of the collaborative United Nations effort increased to almost 13 million, more than half of the estimated global population of internally displaced persons. That figure almost doubled in the space of a year and is the major reason for the sharp rise in the overall number of people of concern to UNHCR, from 21 million in 2005 to almost 33 million in 2006. Furthermore, in 2006, more than 730,000 refugees returned home voluntarily in safety and dignity.

In order to mobilize additional assistance, UNHCR implemented measures to rebalance operational and administrative expenditures and reduce its structural costs. Concerted efforts to reduce spending at Headquarters in 2006, for example, resulted in a positive financial carry-over, which enabled the Office in 2007 to address some critical unmet needs in the sectors of health, nutrition and prevention of and response to sexual and gender-based violence in 18 countries.

Further details of programme results are available in the following documents: Annual global report for 2006 and 2007 (available as in mid-2008).

Challenges, obstacles and unmet goals

The number of refugees and internally displaced persons has increased at a time when more and more people around the world are on the move, including large numbers of economic migrants in search of opportunities in wealthier countries. This very visible trend has unfortunately taken a toll on the institution of asylum. Migrants and refugees are often confused in public debate, leading to increasingly restrictive policies and measures which may deny asylum to refugees in desperate need of international protection. Furthermore, many refugees go back to countries which have been devastated by war and lack adequate infrastructure or services. There remain many asylum situations that have escaped the world's attention but where asylum and refugee needs are great.

Alongside those external factors and protection challenges, UNHCR is working to become a more flexible, effective and results-oriented organization. Thus, in early 2006, the Office embarked on a thorough reform process, under which all structures, systems, processes and staffing arrangements are being reviewed to ensure that they are aligned with the challenges facing the organization. As part of this

process, it was decided in June 2007 that certain administrative support services would be moved from headquarters in Switzerland to Hungary, where they can be performed in a more cost-efficient and effective manner. The reforms aim to achieve increased operational responsiveness, a strengthened capacity for subregional strategy formulation and field-based solution planning as well as an enhanced ability to operate with partners in a changing institutional environment. A new resource allocation framework was introduced in mid-2007, and discussions were started with Executive Committee members on a new budget structure for the organization.

Output implementation rate

The above results are based on the implementation of 92 per cent of 170 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 24)).

Subprogramme 1
International protection

24.1 (a) *Enhanced international cooperation in the protection of refugees and others of concern.* The 1951 Convention relating to the Status of Refugees and the 1967 Protocol thereto remain the foundation for international refugee protection and, as of 1 October 2006, 146 States are parties to one or both of those instruments. In Asia, UNHCR intensified its discussions with the Governments of Indonesia and the Federated States of Micronesia regarding plans to accede to the 1951 Convention and explored with the Governments of Timor-Leste and Papua New Guinea the possible lifting of reservations. The accession of Belize, Romania and Senegal to the 1954 Convention on the Reduction of Statelessness Persons and to the 1961 Convention on the Reduction of Statelessness brought the number of States parties to those conventions to 60 and 31, respectively.

(b) *Improved observation by States of internationally accepted standards for the treatment of refugees, especially the fundamental principles of asylum and non-refoulement.* In order to facilitate harmonized interpretation of the 1951 Convention, UNHCR issued guidelines on international protection and made legal interventions in various judicial forums. The Office promoted the use of the exclusion clauses of the 1951 Convention as an appropriate means of dealing with individuals who do not deserve international protection, while at the same time increasing its interventions to ensure that the exclusion clauses are applied in line with the objectives and purpose of the Convention. The reporting period was marked by incidents of refoulement, while in some countries access to territory and/or asylum procedures was limited by practical measures or new legal restrictions, including stringent requirements for documentary proof of identity and legislative mechanisms that lessen the procedural safeguards for assessing asylum claims. The Office was involved in refugee status determination in some 70 countries affecting some 70,000 people in 2006. Of the 146 States signatories to the 1951 Convention and/or its 1967 Protocol, 102 have adopted national refugee status determination procedures. Many States still lack the basic legislation and the institutional framework required to implement their responsibilities under international refugee law. The fact that refugees and asylum-seekers are increasingly moving within mixed flows presents a challenge in terms of identification of those in need of protection and appropriate channelling of all individual claims.

(c) *Enhanced protection of refugee women and children.* The Office adopted a two-pronged approach of age, gender and diversity mainstreaming and targeted action in order to empower women to realize their rights, to increase children's participation and to promote respect for their rights. During 2006, UNHCR expanded its age, gender and diversity mainstreaming strategy to field offices, targeting staff members and governmental and operational partners. Over 90 countries were engaged in using the analysis in their programmes by the end of 2006. UNHCR, through non-governmental organization support, developed a leadership training module for younger women which was tested in Ethiopia and India. Peacebuilding activities provided support in conflict-resolution techniques to communities in Chad, Rwanda and Sierra Leone. In partnership with universities in the United Kingdom of Great Britain and Northern Ireland, UNHCR piloted a programme with staff and partners in Western Darfur to provide community-based psychosocial support for those suffering from trauma owing to sex and gender-based violence and other forms of violence. The situation of unaccompanied and separated refugee children continued to be an area of concern. The Office issued Guidelines on Formal Determination of the Best Interest of the Child to clarify standards and procedures. In 2006, a participatory assessment tool was introduced to a further 41 countries, bringing the overall total to 97.

(d) *Increased use of comprehensive and regional approaches to preventing and resolving refugee situations and other forms of involuntary displacement.* The broader engagement of UNHCR with internally displaced persons provided greater opportunities for addressing the root causes of displacement. As part of its activities in support of the reintegration of returnees, UNHCR was engaged in developing States' capacity in good governance, thus contributing to addressing the root causes of population displacement. UNHCR also worked closely with the European Commission and States members of the European Union in developing the concept of regional protection programmes, which aim to strengthen the ability of countries in regions of origin to provide protection to refugee populations so as to obviate the need for onward movement. Regions targeted for initial pilot projects include those countries in the western Commonwealth of Independent States and the United Republic of Tanzania. In Afghanistan and Sri Lanka, UNHCR provided support for national human rights law and monitoring. The Office undertook activities to build the capacity of States to identify asylum-seekers and refugees amid broader migration movements and to protect them in line with international standards. The continuing loss of lives of people who attempt to cross the sea in various parts of the world, such as the Mediterranean, the Gulf of Aden, the coast of West Africa and the Caribbean, is of major concern to UNHCR.

(e) *Progress towards finding durable solutions to the many instances of forced displacement.* Voluntary repatriation or return continued to be the durable solution benefiting the largest number of refugees and internally displaced persons. Many of the returns organized by UNHCR were undertaken within the framework of tripartite agreements, which enabled a clear understanding of guarantees for physical, legal and material safety and the responsibilities of the various parties in this regard. To promote voluntary repatriation, UNHCR facilitated "go and see" visits in relation to Angolan refugees in the Democratic Republic of the Congo and "come and tell" sessions for Rwandan refugees in Malawi. UNHCR, in consultation with the Special Representative of the Secretary-General for Western Sahara, facilitated confidence-building measures for refugees in Tindouf, Algeria, by organizing family visits. Despite progress made, the number of resettlement countries increased only marginally, and local integration opportunities were often not available to refugees. The capacity of UNHCR to identify and process cases needs further improvement.

Subprogramme 2
Assistance

24.2 (a) *Improved quality of life of refugees benefiting from care and maintenance programmes.* With regard to the quality of life of refugees, in order to counter the increasing trends of acute malnutrition and micronutrient deficiencies among refugee children and refugee women, actions were taken in collaboration with the World Food Programme to reduce the acute malnutrition rates to less than 10 per cent (measured by Z-score). The number of primary health-care facilities per 10,000 refugees established by UNHCR was steady during the biennium, at 77 per cent by the end of 2006. Other quantifiable improvements were also brought about with the assistance of UNHCR to meet the basic needs of refugees.

(b) *Strengthened partnerships with other actors, especially sister United Nations and bilateral development agencies, in addressing the needs of refugees and returnees.* The Office has contributed to the inter-agency cluster leadership approach, taking the lead role in protection, camp coordination and management, and in emergency shelter for internally displaced persons in situations of conflict-generated displacement. UNHCR continued to function as the secretariat of the United Nations sub-cluster on humanitarian response and post-conflict recovery in the African Union's NEPAD programme. In the biennium, UNHCR was engaged in initiatives in collaboration with other United Nations entities (UNDP, ILO and the Peacebuilding Support Office) and bilateral development cooperation agencies (the Deutsche Gesellschaft für Technische Zusammenarbeit, the Japan International Cooperation Agency and the Spanish Agency for International Cooperation). In addition to United Nations system-wide collaborations, UNHCR also established strong partnerships with the International Federation of Red Cross and Red Crescent Societies as well as non-governmental organizations. Over 20 per cent of the Office's budget was channelled through partnerships with nearly 650 non-governmental organizations, almost 80 per cent of which are national organizations.

(c) *Progress in regard to the mainstreaming of programme priorities established by the Executive Committee, namely refugee women, refugee children and adolescents, the elderly and the environment.* A rights- and community-based approach underpinned the work of UNHCR to ensure partnership with the community by mobilizing all members and building on their capacities and resources to strengthen the protection of women and children. While the High Commissioner's five commitments to refugee women continued to guide prioritization, the issuance of the Secretary-General's action plan on women and peace and security (S/2005/636) implementing Security Council resolution 1325

(2000) further reinforced the Office's strategic directions within a United Nations system-wide framework. Working in partnership with host Governments, non-governmental organizations, the International Union for the Conservation of Nature, UNEP, UNDP and other United Nations agencies, UNHCR has helped operations in Djibouti, Ethiopia, Guinea, Liberia, Pakistan, Sierra Leone and Uganda to draw up and implement community-based action plans for site rehabilitation and camp clean-up. Support was also provided some countries in Africa and Asia through tools and resources in order to implement environmental projects. Such activities included: national training on environmental management in Ethiopia and Uganda; policy advocacy for energy conservation techniques and technologies in Chad and Nepal; and disseminating information on environment-friendly shelters in Burundi, Kenya, Rwanda and Zambia. Participatory assessments in 2005 and 2006 also highlighted the lack of attention to older persons and persons with disabilities.

(d) *Further improvement of the levels of UNHCR emergency preparedness and contingency planning*. The objective to achieve and maintain a global stockpile of non-food items for up to 500,000 beneficiaries has not been reached, with stockpiles presently sufficient for 350,000 people. UNHCR has, however, progressed in strengthening its global emergency preparedness and response capacity. The action alert early warning system classifies countries into one of four categories (red, orange, yellow and blue). A revision of the system was completed by mid-2006, introducing the concept of "scale and likelihood" into the system. In addition, recommended preparedness activities (for example, contingency planning, in-country stockpiling and establishing potential emergency teams) were linked to the new early warning categorization, providing the system with a more objective and systematic approach to early warning. The Emergency Preparedness and Response Section was directly or indirectly involved in the contingency planning processes in 14 countries and areas (Benin, Cameroon, Côte d'Ivoire, Ethiopia/Eritrea, Ghana, Guinea-Bissau, Haiti, Kosovo, Jordan, Malaysia/Indonesia, Nepal, the Sudan, Uganda and Central Asia), exceeding the target of six. Seven staff members of the Section spent a total of 213 days on deployment for that purpose.

(e) *Progress in strengthening local capacity to cope with refugee situations*. The protracted confinement of refugees to camps and closed settlements is a severe restriction of their rights. Refugee-hosting States need to be assisted and encouraged to allow refugees greater freedom of movement, access to social services and the right to earn a living. Many States are not clear on the application of the international protection regime and how to realize it, and/or do not have the capacity or resources to implement it. A comprehensive framework for analysing where gaps exist in State capacity was issued in 2006. It helped capture the involvement and capacities of refugees and asylum-seekers in both identifying protection deficits and contributing to improve them. Among the capacity-building initiatives of UNHCR, the strengthening protection capacity project consolidated and expanded its work to now include Armenia, Azerbaijan, Benin, Burkina Faso, Georgia, Kenya, the United Republic of Tanzania, Thailand and Zambia. The range of protection capacity projects encompassed: legislative and administrative capacity-building; enhanced protection mechanisms, including prevention of and response to sexual and gender-based violence; enhanced self-reliance opportunities; and preparation for return.

(f) *Promoting operational cooperation to better assist people of concern to UNHCR through sufficient voluntary contributions provided by the international*

community in a spirit of burden-sharing and international solidarity. **UNHCR continued to be actively involved with the Inter-Agency Standing Committee on operational coherence in humanitarian activities and will be taking major steps to enhance its operational relationship with the United Nations Development Group. The revised United Nations Development Assistance Framework guidelines and supplementary guidance on the "One UN" initiative have been disseminated to inform the country operations planning exercises. UNHCR participated in the steering committee for the initiative and established a small unit for operational support to the pilots and liaison with partner agencies. A crucial task for UNHCR has been to mobilize donor commitments to support the framework for durable solutions and encourage greater coordination across branches of national Government. In this regard, a number of bilateral and multilateral donor initiatives have emerged that look at refugees within a development context. The growing links among peace, security, development and humanitarian activities are determining factors for UNHCR to implement the goals of the framework for durable solutions.**

Section 25
Palestine refugees

Highlights of programme results

The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) provided education, health, relief, social and microfinance services to Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip. In Lebanon, UNRWA provided education at the elementary and preparatory levels in five fields, in addition to secondary education. In the Syrian Arab Republic, students attending UNRWA schools had a higher success rate than those attending Government schools. Overall, results achieved of graduates of the Agency's vocational training centres are better than those of other private and public community colleges. In the area of health services, UNRWA introduced a geographic information system and conducted an assessment study on the prevalence of anaemia in Gaza and the West Bank fields. About 9.6 million medical consultations were provided, which constitute an increase of about 9 per cent compared to the previous biennium.

With respect to relief and social services, UNRWA completed the comprehensive survey of the socio-economic conditions of special hardship families. In addition, income thresholds and eligibility criteria were revised, and absolute and abject poverty lines developed. New payment schemes have been proposed. Successful pilots on pre-packaged food rations were conducted in Lebanon. Finally, more than 7 million files and documents of refugee families have been scanned and electronically archived.

Microfinance and microenterprise support was extended to the expansion of its network of branch offices, which rose from 10 to 15 offices, and through the introduction of new microfinance products, including a new housing loan product in Gaza, a consumer lending product in the West Bank, and a women-only solidarity lending product in the Syrian Arab Republic. UNRWA has been able to maintain an annual repayment rate of 100 per cent after 15 months operations and the financing of housing loans worth just under $3 million.

Challenges, obstacles and unmet goals

In the area of education, the lack of funding has translated into double-shifting in schools, high attendance rates, inadequately qualified teachers and poor infrastructure. Lack of funding for health services has resulted in the inability to properly address certain health needs, such as child disabilities, micronutrient deficiencies, mental and psychological health and early detection of cancer, and to implement affordable hospitalization policies. Moreover, the ongoing crisis in the occupied Palestinian territory has aggravated the deterioration of humanitarian and health conditions, as well as access to and quality of services.

Lack of funding for relief and social services has imposed limitations on the ability to address the rates of increase in poverty and population growth. In the occupied Palestinian territory, the movement of humanitarian goods and personnel has often been blocked or delayed. Finally, it has been a challenge for the microfinance and microenterprise programme in Gaza to remain sustainable. In order to reduce costs, 50 per cent of the Agency's microfinance and microenterprise programme staff had to be let go.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 25)).

Subprogramme 1
Education

25.1 (a) *Improved quality and increased coverage of education provided to the Palestine refugee population at all levels.* UNRWA has constructed or renovated more than 293 educational facilities since 2005 in order to avoid triple-shifting of students and to replace aged infrastructures. The programme has also been successful in increasing the number of professionally qualified teachers and key educational personnel, as the number of teaching and non-teaching staff reached 17,202 and 3,771, respectively. In 2005 there were 485,471 students enrolled in 663 UNRWA schools, while in 2007 there were 481,130 students in 684 schools. Student pass rates, reported to be 95.4 per cent in 2004, have decreased slightly to 91.75 per cent for the 2006/07 school year. The number of training centre graduates who found employment increased from 78 to 82 per cent during the biennium. UNRWA has been introducing revisions to improve and adapt course content and curricula to match developments in host countries; however, necessary equipment, tools and teaching aids need to be upgraded or purchased, and additional education facilities need to be constructed and renovated.

(b) *Adapted and improved course content and curricula in both the general and technical education programmes to match developments in host authorities.* All curricular changes introduced by the host authorities have been adapted and implemented in UNRWA schools and vocational training centres. In addition, the Agency has been fostering relationships with the relevant Ministries of Education to ensure awareness of any future changes in curricula with ample time to adequately respond to those changes. The host authorities have introduced new school subjects. As a result, the UNRWA education science faculties in Jordan and the West Bank and the teacher training section in Lebanon need to train teachers in the latest subject syllabuses.

(c) *Adapted and improved course content and curricula in vocational training institutions to meet changing market conditions.* In order to increase employment opportunities for its graduates, the UNRWA vocational training centres reviewed and assessed their training courses. As a result, new courses were introduced and others that did not meet local market demands were discontinued. Short-term courses to help young Palestinian refugees meet the needs of the labour market have also been offered. The vocational training institutions undertook the necessary steps to acquire appropriate equipment and materials for the various courses.

Subprogramme 2
Health

25.2 (a) *Reduced infant and maternal mortality from preventable causes related to pregnancy and childbirth, with special emphasis on reduction of neonatal mortality.* UNRWA made progress on increasing the rate of early registration of pregnant women for prenatal care. The percentage of women who registered during the first three months of pregnancy increased from 66 per cent in December 2006 to 72.1 per cent by the end 2007. The total number of maternal deaths for the year 2007 was 25. In order to further reduce the maternal mortality rate, confidential inquiry into all reported maternal deaths continued. Although the Migrant Health Information System improved the detection of abortions, stillbirths and neonatal deaths, additional efforts need to be exerted in order to further improve the active surveillance and management of risk factors during pregnancy so as to prevent neonatal and maternal mortality. Progress was achieved in the reduction of mortality from respiratory tract infections; however, further efforts are still needed with regard to factors that are beyond the control of the programme, such as standards of care at home and in hospitals.

(b) *Reduced morbidity, disability and mortality from communicable and non-communicable diseases.* The immunization coverage against vaccine-preventable diseases reached 98.7 per cent for infants and 98.6 per cent for children during 2007. Those rates are consistent with the WHO recommendations of optimal coverage. During 2007 there was a 12.8 per cent increase in the number of patients with non-communicable diseases who were under supervision. The improved detection of those types of diseases and the introduction of prevention strategies and risk scoring systems in all health centres improved the management of those patients. Although a great deal of training was conducted during the reporting period, staff need additional instruction on intervention strategies, especially on the early detection of disease-related complications. In addition, efforts to upgrade the counselling skills of staff and patient education training must continue.

(c) *Enhanced environmental sustainability in refugee camps and improvement of safe indoor water facilities.* UNRWA projects, implemented mainly in the Gaza Strip and Lebanon, resulted in an increase in the percentage of camp shelters connected to underground sewerage systems, from 78 per cent in 2004 to 85 per cent by the end of 2007. A total of 52 of 58 camps are connected to municipal water systems and 99.8 per cent of shelters inside camps have indoor water connections to communal systems. Although the indoor connections to municipal water networks are optimal, the pumping of water into the networks is intermittent and its quantity inadequate. Moreover, the quality of water in the Gaza Strip does not meet international standards for drinking purposes owing to high salinity levels. Overall, 15 per cent of shelters inside camps do not have proper sewerage systems.

(d) *Streamlined health policies and service standards with those of the host authorities.* Current partnership agreements with the host authorities have increased from 25 in 2005 to 30 in 2007. Partnerships take place in areas such as immunization, control of tuberculosis, surveillance of HIV/AIDS, laboratory surveillance of communicable diseases of importance to public health, distribution of multivitamin supplements to schoolchildren and of vitamin A to all children, family planning supplies and early detection of congenital diseases. Two subnational immunization campaigns against poliomyelitis for children 5 years of age or younger were implemented jointly, one with the Ministry of Health of Lebanon and the other with the Ministry of Health of Jordan. However, additional resources are needed to reduce the disparity of standards in human and financial resource allocations between UNRWA and the host authorities. Overall, the per capita expenditure on health is lower than that recommended by WHO, which is a minimum of $40 for developing countries. Furthermore, unmet priority health needs, such as psychosocial well-being, mental health and early detection and management of child disability, need to be addressed. Meeting those needs is dependent upon the receipt of funds.

(e) *Reduction of nutritional disorders*. There was a mild reduction of anaemia rates in all fields except Lebanon and Gaza. However, this reduction was not substantial enough, as the programme does not have the necessary resources to embark on a prophylactic supplementation strategy. Despite measures taken to improve the nutritional status of pregnant women and children, a 2006 study in Gaza and the West Bank showed an increase in the anaemia rates of those groups, which indicates the deterioration of their nutritional status. A follow-up evaluation study of anaemia rates is expected to be conducted in 2009.

Subprogramme 3
Relief and social services

25.3 (a) *Improved living conditions and more timely cash and food distributions to eligible refugees*. UNRWA rehabilitated 1,912 shelters as of December 2007. Those efforts aim to warrant the safety of families living under hazardous conditions, reduce the unhealthy and/or unhygienic conditions of shelters and promote community participation in shelter rehabilitation. However, those efforts represent only 21 per cent of the total housing needs identified by the fields, well below the baseline and target data. The lack of financial resources has made it impossible to achieve targets, and UNRWA was not able to meet the existing and ever-increasing needs of refugees in camps owing to insufficient extrabudgetary funding. Estimates from the field calculate that more than 9,000 shelters are in need of rehabilitation. During the reporting period, 1,904,056 food rations were distributed, representing 99 per cent of the biennium's ration ceiling. Unstable conditions in the Lebanon field hindered distribution to beneficiaries in the Nahr el-Bared camp. However, efficient distribution took place in the West Bank and Gaza, despite restrictions on movement, closures imposed by Israeli forces and the ongoing strife.

(b) *Enhanced well-being of disadvantaged Palestine refugees*. The microcredit community support programme loan products (housing improvement loans, community-based organizations individual lending, soft loans and group guaranteed lending) have been offered to refugees. By end of 2007, 924 jobs had been created or sustained through the programme, thus contributing to improving the living standards of the refugees and their families. In addition, 3,256 women benefited from credit schemes administered by community-based organizations. A total of 30,802 persons with disabilities and their families received direct rehabilitation services through the 39 community rehabilitation centres, thus contributing to improving their social and economic inclusion. To further enhance the inclusion of persons with disabilities, two training workshops were conducted, in cooperation with ILO, one for disability programme officers and the other for community development social workers, to assist persons with disabilities in finding employment.

Subprogramme 4
Microfinance and microenterprise

25.4 (a) *Increasing business and income-generating opportunities.* The programme is failing to meet its targets in this regard and remains significantly short of the accomplishments achieved in 2004-2005. Eighteen months into the biennium 2006-2007, UNRWA had financed just 22,157 loans compared to almost 40,000 in the previous biennium. While there has been a small improvement in lending in the West Bank and some growth in Jordan and the Syrian Arab Republic, this has been unable to offset the significant decline in Gaza. In 2006, the programme was operationally self-sufficient in Jordan and the Syrian Arab Republic (109 to 119 per cent), improved in the West Bank (80 per cent) but dropped in Gaza to just 47 per cent. To combat this decline, the programme has expanded its infrastructure in Jordan and the Syrian Arab Republic, from two branch offices at the start of the biennium to six at the 18-month point. In the context of the ongoing crisis in Gaza, UNRWA cut back its staff through redeployment and attrition, provided a once only three-month deferment on loan payments and is restructuring portfolio calculations to reduce loan loss provisioning in line with local market conditions. Despite this crisis, UNRWA was also able to introduce a new housing loan product that has maintained a 100 per cent repayment rate.

(b) *Improved development of the capacity of women microentrepreneurs.* The Agency's lending to women microentrepreneurs decreased to 5,034 loans during the biennium. The programme also financed another 426 non-business loans to women valued at $699,941 through its consumer and housing loans. Owing to the ongoing crisis conditions that have resulted in market collapse, fewer women are willing to risk taking additional or new loans. At the end of the reporting period, UNRWA introduced the women-only solidarity group lending in the Syrian Arab Republic, and provided loans to enterprising women in Jordan and the West Bank through regular microenterprise loans. Targets were not met owing to the worsening economic crisis and the security situation in the occupied Palestinian territories. Enterprise loans are likely to remain constrained in Gaza under current conditions. Lending to women has already increased in the West Bank and is likely to increase significantly in the Syrian Arab Republic with the introduction of the solidarity group lending product. Improved ways of targeting women clients in the West Bank and Jordan need to be identified.

Section 26
Humanitarian assistance

Highlights of programme results

In 2006-2007 a number of large complex emergencies, including those in Darfur (Sudan) and the Democratic Republic of the Congo, dominated the humanitarian relief agenda. The United Nations Office for the Coordination of Humanitarian Affairs continued to mobilize and provide support for those emergencies through advocacy, appeals and operational support provided by humanitarian coordinators and country teams. The Office facilitated a number of high-level and high-profile missions to those emergencies by the Emergency Relief Coordinator, which helped to draw more attention to those crises. At the same time, the biennium was characterized by an increasing number of climate-related (or hydro-meteorological hazard) events, such as floods, hurricanes and droughts. Assistance in coordination, advocacy and appeals was provided to Governments and country teams in flood and hurricane-affected countries in Africa (Ghana, Lesotho, Madagascar, Mozambique, the Sudan, Swaziland, Uganda and Zambia), Asia (Democratic People's Republic of Korea and Pakistan) and Latin America (Bolivia, the Dominican Republic and Nicaragua). The Office effectively provided coordination of the response to sudden-onset emergencies, such as the Yogyakarta (Indonesia) earthquake, the war in Lebanon and the earthquake in Peru.

In addition to coordinating responses from other partners, the Office also strengthened its internal emergency response capacity, including strengthening the regional offices, and establishing an emergency response coordinating centre, an equipment reserve and an emergency response roster.

The Office implemented the humanitarian reform in 2006-2007 through three main elements: the introduction of a "cluster" approach to reform; revamping of the central emergency response fund; and strengthening of the humanitarian coordinator functions.

Another major achievement in the period was the strengthening of the Office's strategic planning. This included the establishment of a strategic framework, including results-based objective statements with a concise list of performance indicators, and the establishment of a dedicated strategic planning unit. This enabled the Office to better plan, utilize its resources and measure its performance.

Challenges, obstacles and unmet goals

While a great deal of progress has been made in the implementation of humanitarian reform, much remains to be done, in particular regarding the rolling-out of the cluster approach. With the increased involvement of national Governments, the speed of response remains a challenge. Among the challenges are the question of how to adapt to new threats, such as climate change, how to bring about equitable funding to humanitarian emergencies and how to sustain funding for the Office's operations, considering the increased demands from donors and others.

Output implementation rate

The foregoing results are based on the implementation of 98 per cent of 1,364 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2004-2005 (A/60/6 (Sect. 26)).

Executive direction and management

26.1 (a) *Programme of work is effectively managed and supported within the available human and financial resources.* During 2006, the Office for the Coordination of Humanitarian Affairs focused on improving its ability to meet increased demands for administrative support to programmes and field activities by enhancing the capacity of the Executive and Administrative Offices, providing administrative training to field offices and developing information technology tools to improve human resources and finance functions. A number of pilot projects were started in order to ensure the timely recruitment and equitable mobility of staff in the field, including the successful approval of delegation of authority for personnel matters for field staff. The Office also launched multiple duty station rosters in some selected occupational groups in late 2007.

(b) *Ensure policy coherence in the management of the United Nations multidimensional activities in peace, security, peacekeeping and humanitarian assistance and coordination.* In order to ensure policy coherence in the management of United Nations multidimensional activities in peace, security, peacekeeping and humanitarian assistance and coordination, the secretariat of the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs facilitated inter-agency responses to a number of humanitarian situations, including in Afghanistan, Iraq, Darfur and the occupied Palestinian territory. The committee secretariat facilitated four meetings of the Principals and six working group meetings (involving the United Nations, the International Committee of the Red Cross and non-governmental organization humanitarian entities) that covered a number of policy issues, including humanitarian reform, humanitarian space, recovery and disaster risk reduction.

Subprogramme 1
Policy and analysis

26.2 (a) *Improved coordination within the United Nations system in response to disasters and emergencies.* Through ongoing engagement with the Inter-Agency Standing Committee in 2006-2007, the Office was able to foster agreements on issues, including the integrated mission planning process, needs assessments and analysis, humanitarian financing and the gender advisers standby capacity roster.

(b) *Improved capacity and policy responses by United Nations humanitarian coordinators for the protection of civilians.* Guidance and training on the protection of civilians were provided to all humanitarian coordinators through an annual retreat. To strengthen the capacity of humanitarian coordinators, compacts were established between them and the Emergency Relief Coordinator to identify key humanitarian priorities in each crisis situation and to establish agreed response strategies. Direct support to humanitarian coordinators was also provided through the provision of tailored guidance, the organization of country workshops to develop protection responses (Côte d'Ivoire in 2006 and Afghanistan in 2007) and the deployment of protection advisers from the protection standby project surge capacity roster.

(c) *Improved planning, monitoring and accountability during disasters and emergency situations, including the transitional phase from relief to development.* In 2006, the Office chaired the Tsunami Evaluation Commission, an initiative that brought together over 40 United Nations agencies, non-governmental organizations, donors and academics with the shared objective of providing accountability and joint learning on one of the largest humanitarian response efforts ever. The findings of the Commission identified limitations in a system that often did not build on local capacities or effectively coordinate, but instead competed for resources and was unable to provide a smooth transition from relief to recovery. In 2007, the Office and UNICEF were tasked by the Inter-Agency Standing Committee to carry out a pilot initiative, Inter-Agency Real Time Evaluations. Such evaluations were carried out on responses to the floods in Mozambique and Pakistan. The evaluations generated interest at the global level as a valuable tool for improving monitoring and accountability. The pilot initiative highlighted the need to ensure clarity in the activation mechanism for the evaluation, to include such evaluations in flash appeals, and to lobby actively for funds or obtain a commitment from donors.

Subprogramme 2
Coordination of humanitarian action and emergency response

26.3 (a) *Provision of timely and coordinated support to all United Nations operational agencies engaged in the response to humanitarian emergencies.* The Office for the Coordination of Humanitarian Affairs coordinated the efforts of the response to emergencies and crises in South Asia; Lebanon; Yogyakarta, Indonesia; the Horn of Africa; Darfur; Chad and the Central African Republic; Sri Lanka; Nepal; Colombia; and the Democratic Republic of the Congo. In all emergencies, staff were deployed within five days, either through United Nations Disaster Assessment and Coordination System deployments, regional office surge capacity or Headquarters support. By the end of 2007, the Office had a presence in 50 countries, in addition to 6 regional offices and 8 regional disaster response advisers. The Office championed the humanitarian reform agenda under the umbrella of the Inter-Agency Standing Committee. The cluster approach was implemented in eight new emergencies and six ongoing emergencies between 2006 and 2007. The Office also developed the humanitarian coordinator strengthening project to ensure that resident coordinators and humanitarian coordinators receive the necessary support from the Office and the inter-agency standing committee agencies to ensure a coordinated response. Since its launch on 9 March 2006, the Central Emergency Response Fund (for which the Office is the secretariat) has committed $659.2 million to humanitarian projects in 60 countries affected by natural disasters and armed conflict in support of a timely and coordinated response. The Office noted that the challenge continued to be deploying emergency responses to new crises with trained staff, while maintaining essential capacity to bolster responses to escalating crises through the reinforcement of the regional offices.

(b) *Increased availability of extrabudgetary resources for humanitarian activities through the consolidated appeal process*. The ratio of contributions received from donors to requirements identified in the consolidated appeals process rose modestly to 66 per cent in 2006 for 22 consolidated and flash appeals. Improvement continued in 2007, with funding having reached 72 per cent for 30 consolidated and flash appeals. Both reached the targeted 65 per cent for the biennium. Improved flexibility of funding, such as decreased earmarking, was put into practice through the Good Humanitarian Donorship initiative. Flexibility of funding in 2006 was achieved through funds being channelled to a specific agency for worldwide use, or loosely earmarked to a region, country or crisis, which permitted the agency to exercise greater leeway in allocating funds to specific projects or sectors. In addition, greater use of "pooled funds" under the delegation of humanitarian coordinators, humanitarian country teams and cluster and sector leads improved the flexibility of funding.

(c) *Progress in mainstreaming a gender perspective in strategies for emergency response*. In 2006, the Office led the Inter-Agency Standing Committee Sub-Working Group on Gender and Humanitarian Action, through the development of a five-point strategy to strengthen gender mainstreaming in humanitarian action. The first initiative of this strategy led to the development of the Inter-Agency Standing Committee Gender Handbook in Humanitarian Action in December 2006. The Office provided support for the rolling out of the Inter-Agency Standing Committee Guidelines on Gender-Based Violence Interventions in Humanitarian Settings. The Office also took part in the establishment of the initiative Stop Rape Now: United Nations Action against Sexual Violence in Conflict, which advocated better protection from sexual violence of people affected by humanitarian crisis and the provision of comprehensive support for survivors of sexual violence. At the country level, the initiative worked to strengthen coordination of different United Nations agencies' efforts in gender mainstreaming. In 2007, a roster of senior gender advisers was developed to support humanitarian coordinators and the humanitarian country teams in ensuring and developing in-country capacity for gender equality programming across all sectors of humanitarian response. Preliminary findings from an assessment found that the short-term deployment of senior gender advisers made a significant impact on the ground. The advocacy efforts of the Office on gender equality and gender-based violence programming led to the inclusion of gender-based violence in General Assembly resolution 61/134, the first time gender-based violence has been mentioned in an Assembly resolution on humanitarian activities.

(d) *Humanitarian actions by the United Nations system are properly coordinated and integrated with political, security and peacekeeping initiatives*. The Office collaborated closely with field missions led by the Departments of Peacekeeping Operations and Political Affairs, downsizing the United Nations Mission in Burundi, expanding the United Nations Mission in Timor-Leste, preparing for the transfer of the African Union Mission in the Sudan to the United Nations, conducting a feasibility study of a mission to protect Sudanese refugees in eastern Chad and undertaking a joint operation with the African Union in Darfur and a political mission in Nepal. The Office rolled out the Inter-Agency Standing Committee Contingency Planning Guidelines for Humanitarian Assistance to all its field and regional offices, ensuring that 75 per cent of countries monitored by the Office had ongoing contingency planning processes leading to revised contingency plans. The Office recognized that challenges continued in ensuring that adequate humanitarian coordination mechanisms are established wherever there are United Nations peacekeeping or political missions and that partners are provided with appropriate advice and support in planning for and engaging with those missions.

(e) *Timely mobilization and coordination of international assistance to countries affected by natural disasters*. During the reporting period, the capacity of regional offices was strengthened, which enabled the Office to respond flexibly to emergencies by establishing capacity to quickly deploy, move or withdraw assets in support of changing needs. Regional offices conducted training programmes to ensure that staff acquired appropriate skills and are now regarded as part of the first line of the Office's field response to newly emerging crisis coordinating resources and capabilities with other surge capacity mechanisms. Regionally based surge support from field offices in Panama and Thailand, for example, were critical in 2007 to rapid responses in Bangladesh, Mexico, Pakistan, Papua New Guinea, Peru, Yemen and the Caribbean (Hurricane Dean). The Office also strengthened and consolidated its surge capacity at Headquarters, focusing on standby partnerships and internal roster systems. In 2007, a record number of partner professionals were dispatched to 14 different humanitarian assistance coordination offices around the globe.

Subprogramme 3
Natural disaster reduction

26.4 (a) *Increased national capacity for the development of a culture of prevention and reduction of risk and vulnerability to natural hazards*. Through the end of 2007, 39 countries had informed the International Strategy for Disaster Reduction of their national platforms for disaster risk reduction. Available information showed that dynamic national platforms were active in promoting disaster risk reduction, policy and capacity development, raising public awareness and advocating the integration of disaster risk reduction into development activities, such as poverty reduction, education, health and environment, and disaster management. The International Strategy for Disaster Reduction, working in close collaboration with its regional partners in South-East Asia and the Pacific, made further advances towards strengthening the institutional capacities for hazard risk management in low- and middle-income countries vulnerable to disasters. An initiative was launched jointly between the Strategy, the secretariat of the United Nations Framework Convention on Climate Change and the Least Developed Countries Expert Group to build national capacity of least developed countries which had prioritized the development of early warning systems in their climate change national adaptation programmes of action. The Strategy supported the integration of disaster risk reduction into poverty reduction strategy papers in Ghana, Madagascar, Nigeria and Senegal. The Strategy developed 10 educational tools to address disaster risk management in schools. However, the target of 10 national development plans reflecting disaster risk reduction was not quite reached, with only 7 such plans reported by the end of 2007.

(b) *Increased application of scientific and technical knowledge for risk and vulnerability reduction by policymakers at national levels*. The International Strategy for Disaster Reduction, in collaboration with other agencies, developed or supported the development of five tools for risk assessment and monitoring of progress in the field of disaster risk reduction. They included the main guidance tool, "Words into action", which served as a basis for developing training material and will be used systematically in promoting implementation with local and national authorities. The strategic guidance by the Strategy was increasingly being referred to as the key standard for disaster risk reduction matters. The terminology of the Strategy is used in many national plans, international documents and academic papers. Another example is the publication of the guidelines on national platforms for disaster risk reduction which were translated into the six official languages of the United Nations to help countries and national institutions better understand the process of developing and strengthening national platforms to facilitate the implementation of the Hyogo Framework for Action and reduce the risk of disasters. As a result of the successful global advocacy campaign on disaster risk reduction and education implemented by the International Strategy for Disaster Reduction, the United Nations Educational, Scientific and Cultural Organization and UNICEF, seven countries took steps towards mainstreaming disaster risk reduction into school curricula. A total of 44 countries utilized disaster risk assessment and monitoring tools, surpassing the target of 40. In November 2007, the Disaster Risk Reduction: 2007 Global Review was released. The publication contained some initial analysis of risk trends and a preliminary analysis of national progress made in terms of the implementation of the Hyogo Framework of Action from 2005 to 2006.

(c) *Increased capacity of developing countries for disaster prevention, preparedness, mitigation and recovery.* Following the adoption of the Hyogo Framework for Action by 168 countries in 2005, the focus of the International Strategy for Disaster Reduction, its secretariat and stakeholders was to support Governments in implementing the Framework and enhancing their capacities for disaster risk reduction. At the policy level, an ever-growing number of Governments have devised guiding policy instruments and enacted legislation for risk reduction. A total of 116 countries have designated focal points with responsibility for implementation and follow-up on the Framework. A total of 39 national platforms for disaster risk reduction were established and strengthened, surpassing the target of 20. India, Indonesia, Maldives, Pakistan, the Philippines and Sri Lanka incorporated disaster reduction into post-disaster recovery efforts. A total of 36 UNDP programme countries have incorporated disaster risk reduction into post-disaster recovery programmes, which is almost more than double the target of 20 for the biennium. Other countries have integrated disaster risk reduction as a cross-cutting issue or focus area in their national development plans, including poverty reduction strategy papers.

(d) *Increased level of donor support for disaster reduction programmes/projects.* Two positive developments in the biennium 2006-2007 were the launch of the Global Facility for Disaster Reduction and Recovery in September 2006 (providing a new instrument for assisting low- and middle-income countries at high risk to increase investment to reduce and manage their disaster risks) and the initiative towards the development of new donor policies to increase funding for disaster risk reduction. The International Strategy for Disaster Reduction made a concerted effort to raise resources beyond its own workplan via the United Nations Trust Fund for Disaster Reduction. The Trust Fund has generated financial commitments of over $15 million in the past two years to both the Tsunami Flash Appeals and the subsequent Indian Ocean Consortium initiative. The African Union Commission allocated $90,000 of its own resources for the implementation of four disaster risk reduction activities among its priority 2007 action programme, signifying changing orientation towards promoting disaster mitigation and prevention.

Subprogramme 4
Emergency support services

26.5 (a) *Prompt mobilization of international emergency response mechanisms and tools to facilitate international humanitarian assistance to victims of disasters and emergencies, including the identification of resource requirements and timely dissemination of information.* During the biennium 2006-2007, the Office for the Coordination of Humanitarian Affairs mobilized a total of 25 United Nations Disaster Assessment and Coordination missions, of which 19 were natural disaster emergency response missions, 2 were environmental emergency response missions and 4 were disaster preparedness response missions. In the case of the emergency response missions, disaster assessment and coordination teams were alerted and mobilized within 48 hours on receipt of the request for assistance, thereby meeting the target. The deployment of United Nations civil military coordination officers in response to natural, sudden onset emergencies was achieved through disaster assessment and coordination personnel having received training in such coordination. In 2006-2007, the Office arranged for the delivery of 24 consignments of relief goods to 18 disaster affected countries, amounting to a total of 460 metric tons valued at $4.3 million.

(b) *Enhanced capacity and preparedness of national and international emergency/disaster management networks in order to respond to disasters and emergencies.* The Office mobilized four disaster response preparedness missions to help countries evaluate their national disaster response plans. Through the Office for the Coordination of Humanitarian Affairs and the International Search and Rescue Advisory Group networks, disaster-prone developing countries participated in training and exercises to prepare for disaster response. Ten national and international networks existed to coordinate the disaster responses. Awareness training was organized by the Office for the first time in Mali to familiarize participants from that region with the international disaster response system. In 2006-2007, the Office, working with the Ministry of Defence of Malaysia, organized and facilitated the Asia-Pacific Conference on Military Assistance to Disaster Relief Operations. The conference adopted the theme of a sustained regional civil-military and military-military coordination network and cooperative disaster response framework in the region. The Office arranged for the drafting and publication of a study entitled “Exploring key changes and developments in post-disaster settlement, shelter and housing, 1982-2006 (2006)”, thus opening the way to the overhaul of existing shelter assistance guidelines. In collaboration with the International Federation of Red Cross and Red Crescent Societies and other non-governmental organizations, the Office published a scoping study on the utilization of timber as construction material during humanitarian relief and guidelines on the use of plastic sheeting.

(c) *Heightened awareness of gender mainstreaming in disaster-assessment reports and appeal documents.* The Office for the Coordination of Humanitarian Affairs continued its efforts in 2006-2007 to enhance the quality of gender perspectives in the assessment of programme planning and appeal documents. Progress was made on developing guidance for gender analysis and disaggregation of data. All situation reports issued during every major disaster during the biennium reflected the impact on gender perspective.

Subprogramme 5
Humanitarian emergency information and advocacy

26.6 (a) *Increased understanding and regard for humanitarian principles and concerns.* In 2006-2007, the Office for the Coordination of Humanitarian Affairs continued to advocate for effective and principled humanitarian action at the global, regional and country levels and worked for the inclusion of humanitarian concerns in United Nations decisions and communications, as well as with Member States in their decision-making processes. The Office also consolidated its public information efforts, in partnership with United Nations agencies and non-governmental organization partners, in part through the placement of strategic messages in public speeches, press releases, opinion pieces and newspaper articles, and through greater engagement with the media. This resulted in positive global media coverage on humanitarian emergency principles and concerns. New humanitarian partnerships were established with Member States during this period, resulting in some concrete gains, including the signing of a memorandum of understanding for the provision of public information surge capacity from selected national Governments, and advocacy support for specific crises and thematic issues. The Office noted the need for strengthening headquarters advocacy support to the field through the further development of public information and advocacy guidelines and policies and through enhanced surge capacity for early and rapid response for sudden onset crises.

(b) *Increased utilization of timely information on emergency situations for decision-making by Member States and other humanitarian actors.* The provision of timely and reliable information on unfolding emergencies and natural disasters to inform decision-making and support humanitarian action on the ground was evidenced by the rise in visits to the Office's Internet websites, including ReliefWeb (with an increase from 30 million page views per year in 2004-2005 to 37 million page views per year in 2006-2007). The Office also deployed field websites in 26 field offices (up from 13 in 2004-2005) and a humanitarian information centre website for Lebanon in 2006. In addition, the Integrated Regional Information Networks saw an increase in subscribers to 46,000 (exceeding the target of 35,000). In 2007, the Office undertook a review of its emergency information management services, including the increased usage of Web platforms to support information exchange in more than 26 emergency or regional offices. The review recommended strengthening governance of websites, standardizing policy and guidance to improve information management practices in developing and managing Web-based information, and enhancing the technology platform and Web applications underpinning those sites.

(c) *Increased awareness of the humanitarian information.* Given the emphasis on humanitarian reform in 2006-2007, the Office strengthened its information exchange networks with inter-agency partners to develop improved and more effective mechanisms to manage information across humanitarian clusters and sectors, resulting in an inter-agency endorsed operational guidance note. The Office hosted two conferences, the Humanitarian Information Network workshop in Nairobi in 2006 (attended by more than 120 participants from the pan-Africa region) and the Global Symposium +5 in Geneva in 2007 (attended by over 300 global participants). The conferences contributed to a consensus on the need for standardizing approaches to strengthen information management and an exchange among partners in support of humanitarian action. On the basis of an evaluation of the Pakistan earthquake emergency information management processes (one of the first deployments utilizing a cluster-based coordination structure), it was determined that information management and exchange needed to be adapted to the reform environment. As mentioned above, a guidance note for partners was agreed and will form the basis for information exchange for the 2008-2009 biennium. Moreover, as mentioned above, the Humanitarian Information Network workshop and Global Symposium assessed the current information management practices against the emerging humanitarian environment and came to the conclusion that there is a need to adapt information management processes to the reform coordination environment — essentially reinforcing the commitment of partners to work together to improve information exchange, albeit on an informal basis.

Section 27
Public information

Highlights of programme results

In order to help the United Nations strategically communicate the activities and concerns of the Organization, the Department of Public Information has worked on coordinating communications campaigns on key priority areas, maintaining a balance between new and traditional communications technologies, widening the pool of partners and strengthening its outreach to the public.

The promotion of the Millennium Development Goals is one of the key priorities of the Department. Together with the network of United Nations information centres, it worked closely with the United Nations Millennium Campaign to provide support to the Stand Up and Speak Out against Poverty initiative. Worldwide, the campaign mobilized over 43 million people in 2007, an 87 per cent increase compared to the previous year. The Department chaired an inter-agency communications task force, responsible for coordinating strategic communications at the most senior level. Media analysis of the United Nations Climate Change Conference showed that 96 per cent of coverage found the role of the United Nations and the Secretary-General in support of the process very positive.

Over 1 million pages of material in the six official languages are viewed every day on the United Nations website, and the number of visitors who undertake guided tours of United Nations Headquarters has regained pre 11 September 2001 levels, with over 450,000 visitors in 2007.

Challenges, obstacles and unmet goals

One external factor framing the Department's efforts was the residual negative perception in some Member States following divisions in the Security Council over Iraq and allegations of mismanagement of the United Nations' effectiveness and probity. The Department has worked to rebuild and restore confidence in the Organization, but those factors mean that progress has been gradual and started from an artificially low base.

A great deal of time and effort has been expended in planning ways to ensure that the general public and groups will have access to United Nations Headquarters during the capital master plan.

Delegations have expressed the need for the Department to provide further and more timely information in multiple languages, which is a challenge the Department actively seeks to address within its limited resource base.

The high cost of online services, digitization and preservation continues to be a problem for maintaining the service capacities of the Dag Hammarskjöld Library.

Output implementation rate

The foregoing results are based on the implementation of 98 per cent of 293 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 27)).

Executive direction and management

27.1 (a) *Satisfaction of Member States with the work of the Department.* Surveys indicate that Member States are generally satisfied with the work of the Department of Public Information, with 76 per cent of their observations on its products, services and activities being supportive and 8 per cent critical in nature. Areas that enjoyed particularly strong support included new technologies, such as the United Nations website, the work of the United Nations information centres at the country level and the system-wide coordination of communications activities through the United Nations Communications Group.

(b) *A strengthened culture of communication and coordination in public information within the Secretariat and among United Nations system partners.* The membership of the United Nations Communications Group has steadily grown, and 77 per cent of its members consider its activities useful for their work as communications specialists. The annual meeting of the Group's principals was attended by 37 United Nations offices, compared to 27 offices at the first annual meeting in 2002 (a 37 per cent increase). Most of the participants considered the last meeting very helpful or helpful in providing successful experiences that could improve their organizations' communications activities. The need to format the meetings to allow for more discussions on effective communications strategies and approaches was identified. Finally, the issue-specific task forces (for example, climate change, the Millennium Development Goals, avian flu) have proved to be a very effective tool for developing and implementing joint communications strategies on selected priority issues.

(c) *Enhanced impact through an effective management culture.* One of the four components of the Department's strategic approach to communications is the institutionalization of a culture of evaluation. The aim is to learn what yields the best results through continuous efforts in evaluating programme outcomes. This has led to a 37 per cent increase in evaluation activities, compared to the previous biennium. Concurrently, the percentage of programme managers using the performance management process for designing programmes and adopting best practices increased to 86 per cent. While staff at Headquarters has been provided with training to improve understanding of the techniques and overall value of evaluation, the Department faces a considerable challenge in ensuring adequate availability of training for staff in the field.

Subprogramme 1
Strategic communication services

27.2 (a) *Increased media coverage of the thematic priority issues*. The Department planned campaigns more strategically and with a sharper focus, with messages, materials and contact lists geared towards targeted media. As a result, 63 per cent of targeted media carried articles on the Department's priority themes. The Department's outreach was enhanced by increased use of the network of United Nations information centres. Moreover, more information materials were made available online. The demand for language parity for all United Nations websites creates a considerable challenge. Some peacekeeping operations expressed the need for assistance, such as the use of satellite space for video and web dissemination from the missions.

(b) *Clients' needs are met*. In order to further integrate its work with the substantive work of the Organization, the Department of Public Information consulted with client departments on strategies and tactics to communicate messages on their key priorities. The Department tried in each case to present a realistic picture of what could be expected in terms of media coverage and public reception of the information campaigns. Based on client feedback upon the conclusion of each campaign, full satisfaction was reported by an average of 88 per cent of respondents to such client surveys. Clients indicated that their satisfaction was attributable to more frequent and thorough planning meetings and the identification of a clear objective for each campaign, together with the identification of tactics most appropriate to the strategy. The Department recognized the need for a closer relationship with its clients by formalizing strategies and conducting client evaluations.

(c) *Enhanced quality of outreach efforts in the field*. The audience for information about the United Nations and global issues has expanded through the global network of United Nations information centres, services and information components of United Nations offices, combined with direct media contacts and use of local languages. The growing use of information centre websites — all 63 centres now have functioning websites and information is available in five official languages (Arabic, English, French, Spanish and Russian) and 29 local languages — has also been key to increasing awareness. The average monthly page views for all information centres grew from 2,892,131 in 2006 to 3,204,111 in 2007, a growth rate of 11 per cent. Briefings have also been very useful: a survey of almost 1,000 briefing participants conducted in 2007 indicated that their understanding about the United Nations had improved (99 per cent of participants).

Subprogramme 2
News services

27.3 (a) *Increased utilization by media organizations and other users of news and information about the United Nations*. Utilization of the News and Media Division's news products by media organizations and others continued to increase. The number of radio and television partners increased by 36 per cent during the biennium. Although just short of the target, the figure does not capture broadcasters' use of UNifeed, which averaged 266 downloads every month in 2007. UNifeed is a new way for television broadcasters to access news material from United Nations organizations around the world through a single source. The delivery of news and information products via the Web has also continued to grow, with total page views up by 50 per cent during the biennium, and the Chinese, French and Russian websites more than doubling their numbers of page views. Webcast downloads increased from 600,000 a month in the year 2005 to 1.3 million in 2007. New programming formats, such as the Department's monthly magazine programme, 21st Century, and shorter audio clips, have confirmed their appeal and will be further developed. New distribution channels, such as mobile phones and Internet video, are also being explored. Introduction of a web content management system, improved website governance and further outsourcing of the hosting of critical functions will strengthen website reliability.

(b) *Timely access by news organizations and other users to daily meetings-coverage press releases, television packages, photos and other information products*. The target of an aggregate 90 per cent of selected products being made available within the prescribed time period standards was achieved. All television packages go out on the planned day. All major international syndicates are now taking United Nations television daily feeds. Following the introduction of the networked interactive content access, 95 per cent of all photos are processed for web publication on the same day, and 84 per cent of press releases are issued within two hours of the close of a meeting. An external hosting arrangement has been procured to improve reliability of the Web infrastructure and to increase the availability of broadcast-quality video via the Web. The press release website was upgraded, and its database will be enhanced to meet client demand for a more sophisticated search capacity.

Subprogramme 3
Library services

27.4 (a) *Enhanced quality of services*. During the 2006-2007 biennium, the Dag Hammarskjöld Library focused on personalized information services while continuing the work of collection development and preservation. In 2007, the Library surveyed staff of the Secretariat and permanent missions, comprising both users and non-users of its services, to determine their satisfaction with services and help identify needs. The survey results indicate that 87 per cent of users are satisfied or very satisfied with library services. Training and personal knowledge management coaching received an overall 94 per cent satisfaction rating. The Library needs to improve efforts to inform staff and permanent missions of its services. Regional training for depository libraries and United Nations field libraries is especially needed to improve research skills with online services.

(b) *Greater collaboration among United Nations' libraries*. The Library coordinates United Nations member libraries in areas of archival collection/digitization, content management, electronic resources, information skills/learning, and knowledge sharing. It also coordinates the United Nations System Electronic Information Acquisition Consortium. The libraries in New York and Geneva share responsibility for digitizing older United Nations documents and are actively involved in preparation of manuals and guidelines for content management. Seven manuals and three guideline documents are now accessible through the United Nations website. It is important for United Nations librarians to be familiar with new technologies and to enhance their research skills, the development of which is increasingly a priority area for library coordination efforts.

(c) *Timely issuance of the Yearbook of the United Nations*. During the 2006-2007 biennium, the Yearbook Section published the 2004 edition within 21 months of the year covered, and work continued on the 2005 edition, which was published in March 2008, entailing a 27-month publishing cycle against a target of 18 months. A pilot electronic version/online product of the *Yearbook* (*Yearbook* website) was launched in November 2007. The Yearbook Section worked closely with the graphic design, proofreading and procurement offices to ensure a faster production flow, and the Sales Section worked to enhance marketing/distribution of the *Yearbook*. Production was delayed and staff resources reduced by nearly 50 work months owing to vacancies and loss of experienced staff. The retention of staff and upgrading of end-stage production technology will be essential for the timely production of the *Yearbook* in 2008-2009.

Subprogramme 4
Outreach services

27.5 (a) *Strengthened and expanded relationships with partners*. The Outreach Division's partnerships have increased in number from 90 in 2005 to 124 at the end of 2007. With existing partnerships also strengthened, the public's awareness of the Organization's work has expanded. The "UN Works" programme launched important media partnerships, notably with MTV, the celebrity Jay-Z, and with the New School and Media Communications International on a film festival on the theme "Stories from the field". The "Holocaust and the United Nations" outreach programme partnered with institutions worldwide to arrange seminars for United Nations national information officers. The Division continues to actively seek out strategic external partners in order to extend outreach to new audiences.

(b) *Enhanced quality and effectiveness of outreach services and products*. The enhancement of the quality and effectiveness of outreach services was evident by the responses to surveys of recipients of the Division's services and products; the level of satisfaction with outreach programmes increased from an average of 70 per cent of respondents in 2005 to an average of 87 per cent in 2007. Furthermore, 93 per cent of respondents indicated that their understanding of the United Nations had improved. In addition, the demand for services and products increased, as did the number of page views on the Division's websites. For example, the educational website Cyberschoolbus saw a 75 per cent increase in traffic since the previous biennium. A 2006 survey of school groups taking a guided tour showed that 78 per cent of children were pleased with the experience. In order to increase that number, a briefing on how to adapt the tour for youngsters has been included in the training of new guides.

Section 28A
Office of the Under-Secretary-General for Management

Highlights of programme results

During 2006-2007, the Office of the Under-Secretary-General for Management led important efforts in the area of administration of justice, which resulted in a General Assembly decision to establish a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice. The new system will be operational as of 1 January 2009, and many of the features of the current system will be abolished on 31 December 2008. The work of the Office was also focused on the planning efforts for a new enterprise resource planning system for the Secretariat and in coordinating the reviews of the Secretariat's accountability framework, results-based management, and enterprise risk management. The first consolidated report, which contains both financial and programme performance data, was issued in September 2006, and a new senior manager's compact was introduced to provide a sound basis for assessing the performance of senior managers. Increased policy coherence in the management of the activities of the United Nations has been enhanced through cooperation with other organizations of the United Nations system and an increase in communications and information sharing between the senior managers of the Department of Management and administrative officials at all duty stations. Client satisfaction surveys were conducted in both years of the biennium to identify areas in need of improvement in terms of the delivery of services, and appropriate corrective measures were undertaken. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work of the Committees and in a procedurally correct manner. The General Assembly's approval was obtained for the programme budget for 2006-2007 as well as for additional proposals arising from new or renewed mandates. Finally, significant advances were achieved in the implementation of the capital master plan. Detailed information on the Offices within the Department of Management follows.

Challenges, obstacles and unmet goals

The Office of the Under-Secretary-General for Management will face major challenges during the biennium 2008-2009, such as:

- Implement software for a new staff management system after the completion of the needs-assessment exercise and the issuance of the corresponding request for proposals;
- Achieve further progress in advancement of the implementation of the enterprise resource planning system;

- **Take appropriate steps towards the successful implementation of the new, independent, transparent, professionalized and decentralized system of administration of justice that will be established as of 1 January 2009;**
- **Achieve increased efficiency in servicing the intergovernmental machinery whose activities relate to the Department such as the Advisory Committee on Administrative and Budgetary Questions, the Fifth Committee and the Committee for Programme and Coordination;**
- **Maintain a cooperative relationship with United Nations staff representative bodies, including ensuring an effective staff-management relationship at the global level;**
- **Set arrangements in place so as to minimize work disruption and ensure a smooth transition to temporary office locations in connection with the capital master plan.**

Finally, in order to ensure the strengthening of accountability within the Secretariat and the successful implementation of the enterprise risk management and results-based management frameworks, the Office of the Under-Secretary-General will need to obtain corresponding resources to implement those proposals.

Output implementation rate

The foregoing results are based on the implementation of 97 per cent of 645 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 28A)).

Executive direction and management

28A.1 (a) *Enhanced policy coherence in the management of the activities of the United Nations*. Policy coherence in the management of the activities of the United Nations has been enhanced through: (i) cooperation with other organizations of the United Nations system on management issues (meetings of the High-Level Committee on Management and the United Nations System Chief Executives Board for Coordination); and (ii) an increase in communications and information sharing between senior managers of the Department of Management and administrative officials at all duty stations. Consultations on draft proposals for new policies with executive officers and chiefs of administration in all duty stations have been undertaken constantly in a variety of forms, such as the monthly Department of Management Managers Forum (managers meet with their counterparts in offices away from Headquarters), the monthly meetings of all New York executive officers coordinated by the Chief of the Office of the Under-Secretary-General for Management, ad hoc working groups or written consultations. Examples of new policies developed through such consultations are: protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations; the establishment of the Ethics Office; financial disclosure and declaration of interest statements; acceptance of pro bono goods and services; and post-employment restrictions. Active consultations with administrative officers have also been undertaken to finalize the human resources reform proposal and management's comments on the recommendations of the redesign panel on the United Nations system of administration of justice.

(b) *Administrative support services are readily available and user-friendly*. Through the Department's annual client satisfaction survey, specific areas where availability and accessibility of support service are most needed have been identified and appropriate measures have been taken to constantly review clients' needs and identify what actions are needed to respond to those needs. The Department's client survey conducted during 2006 indicated that there has been considerable improvement in the process of insurance services and staff members' claims, such as travel claims. The 2006 client survey also indicated that improvements needed to be made in the areas of upgrading, developing and rolling out of new information technology systems, staff training and processing of travel documentation according to deadlines. The Department of Management continues its commitment to ensure that service-providing offices that make up the Department respond to the needs of clients in order to increase efficiency and productivity across the Organization.

Subprogramme 1
Management services and administration of justice

Management services

28A.2 (a) *Enhanced capacity of programme managers to manage and administer their own department's human, financial and material resources, through adoption of new policies and procedures*. The Department of Management worked closely with the new Department of Field Support to expand the latter's delegation of authority for the recruitment and administration of mission staff. In addition, the assignment of responsibility to the Management Committee for overseeing the implementation of oversight body recommendations (see ST/SGB/2006/14) and the Committee's subsequent actions in defining material weaknesses and reviewing approximately 100 critical recommendations will enable the Secretariat to optimize management improvements through the implementation of oversight body recommendations. It should be noted, however, that the lack of an enterprise risk management framework and the resources to implement it weakens the Management Committee's ability to effectively prioritize the risks associated with various oversight body recommendations.

(b) *Improved business processes*. The re-engineering of business processes has been actively pursued, in particular in the areas of travel and transportation, procurement, human resources and information and communications technology. With regard to travel and transportation, following the recommendations of the Joint Inspection Unit, the first phase of the establishment of a centralized United Nations laissez-passer database was implemented in order to provide accurate and up-to-date information to enhance the management, control and monitoring of all laissez-passer. In addition, revised travel rules and regulations have been put in place in order to streamline the travel processes, as recommended by the Office of Internal Oversight Services. In addition, in the area of travel and transportation, work is ongoing to implement the automation of travel requests and an electronic travel claim. In the area of procurement, a pilot project was implemented for the chartering of ships for the cargo transportation and aircraft for troop rotation in order to respond to immediate operational requirements. The project efficiently takes into consideration the practices of the shipping and air transportation industries. In addition, a revised Procurement Manual was published. In the area of human resources, an electronic questionnaire for dependency allowance was introduced which has simplified the process for both staff and administration and eliminated paperwork associated with the processing of entitlements. The Office of Human Resources Management conducted a needs assessment survey and issued a request for proposals for software for a new staff management system. In the information and communications technology area, a team of consultants began working with United Nations functional experts to identify requirements for a new enterprise resource planning system, and the new Chief Information Technology Officer formed a temporary working group on planning such a system.

(c) *Improved methods, tools and techniques to assess efficiency and productivity in key management and service functions*. The Office strengthened the Department's client satisfaction survey tool in order to produce more meaningful and actionable results. In addition, as a step towards responding in a rigorous way to the demands for a comprehensive analysis of efficiency gains and productivity and to provide proper presentation of the findings for such analysis as recommended by the Committee for Programme and Coordination in the reports on its forty-third and forty-fifth sessions (58/16 and 60/16), the Office has achieved major progress through its commitment to further enhance reporting methodologies in order to capture and summarize the efforts to eliminate wasteful practices and maximize tangible improvements. The improved reporting approach is intended to be a source of good practice and to provide support to the development of systems for the monitoring and evaluation of efficiencies achieved resulting from the implementation of reform measures. The Office has been taking the necessary steps in the direction of continuously tracking and evaluating improvement results reported by offices/departments so as to ensure that they continue to make progress and achieve the desired outcome. It must be noted, however, that the enhanced methodology and tools in place set an analytical baseline to assess efficiency and productivity, but the implementation of the International Public Sector Accounting Standards and an enterprise resource planning system (see resolution 60/283) are still needed to produce verifiable data in quantitative terms.

Administration of justice

28A.3 (a) *A system of internal justice that is fair and effective and in conformity with the human resources policies and rules of the Organization*. During the reporting period, efforts have continued to make the internal justice system fairer and more effective by revising time limits and implementing new ones and by increasing resources and training staff involved in the system of administration of justice. In particular, stakeholders have been working to implement the recommendations contained in the report of the Office of Internal Oversight Services concerning the management review of the appeals process at the United Nations (A/59/408). This has resulted in improvements in the efficiency of the justice system. However, notwithstanding those improvements, during the reporting period, the internal justice system has been affected by shortages of resources and a pre-existing backlog in the number of appeals cases and disciplinary cases. Pursuant to General Assembly resolution 59/283, the internal justice system has also been the subject of review. Following the review of a report by the Redesign Panel, the Assembly, at its resumed sixty-first session, decided to establish a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice. At its sixty-second session, the Assembly considered the question of resources for the new system of justice. The new system will be established as from 1 January 2009, and many of the features of the current system will be abolished on 31 December 2008.

(b) *Measures to ensure timely participation of managers in the administration of justice process*. With effect from June 2005, the Office of Human Resources Management routinely informs managers of the requirements for the conduct of administrative reviews: their responsibility for justifying a contested decision, to be included in the respondent's reply; and the time frame for both administrative review and submission of their comments. The issue of the inclusion in managers' performance appraisals of their compliance with their responsibilities will be included in the amendments to the administrative instruction on the performance appraisal system, which is currently under consultation. The efforts of the Office of Human Resources Management to ensure compliance with managers' responsibilities in the appeals process have resulted in an increase in the rate of such compliance (51 per cent in 2006 and 71 per cent in 2007). However, the rate of compliance, in particular compliance within the specified deadline, needs to be improved.

Subprogramme 2
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

28A.4 *Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive and technical and secretariat support to the Member States and other participants at the meetings*. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work of the Committees and in a procedurally correct manner, as evidenced by the fact that targets and deadlines were met for the preparation and dissemination to Member States of the programmes of work of the Committees. All reports of the Fifth Committee were submitted for processing within 48 hours or less of adoption. Zero per cent of representatives of Member States in the Fifth Committee and in the Committee for Programme and Coordination expressed dissatisfaction with the conduct of meetings and with the level and quality of technical secretariat services. The result of the survey on secretariat services conducted in the Fifth Committee in 2007 were as follows: (a) planning and organization of meetings — 100 per cent of respondents rated the services provided as satisfactory or above; (b) availability and quality of weekly programmes — 94.6 per cent of respondents rated the services provided as satisfactory or above; (c) preparatory and background documents prepared by the Secretariat — 96 per cent of respondents rated the services provided as satisfactory or above; (d) quality and promptness of communication on organizational and procedural aspects of meetings, whenever requested, by delegations, formally or informally — 92 per cent of respondents rated the services provided as satisfactory or above; and (e) websites maintained by the Secretariat — 94.6 per cent of respondents rated the services provided as satisfactory.

Section 28B
Office of Programme Planning, Budget and Accounts

Highlights of programme results

General Assembly approval was obtained for the programme budget for the biennium 2006-2007, and additional proposals arising from new or renewed mandates, including the 2005 World Summit Outcome, the global access control system, the revitalization of the Assembly, construction of additional office facilities at the Economic Commission for Africa, administration of justice, the International Research and Training Institute for the Advancement of Women, the United Nations Institute for Training and Research, special political missions, the Rwanda Outreach programme, the renovation of the Secretary-General's residence, the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda.

Improved provision of information on peacekeeping matters enabled the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions.

During the biennium, 86 per cent of payments were processed within 30 days and 84 per cent of the bank accounts were reconciled within 30 days, meeting the targets. Improvements in client services were made in health and life insurance, tax reimbursement and in speedier processing of entitlements upon separation. The Malicious Acts Insurance Policy was renegotiated at an annual savings of $2.8 million.

Effectiveness of investment practices was further enhanced, with the Treasury earning a rate of return of 4.72 per cent compared to the benchmark of 4.66 per cent average market return of the 90-day risk-free rate for the United States dollar.

Challenges, obstacles and unmet goals

The challenge has been to find the time to organize and deliver training to all staff in the budget and finance area. Delays encountered in the submission of reports to the General Assembly were due to an increase of over twice the number of reports delivered in the biennium 2004-2005.

Output implementation rate

The foregoing results are based on the implementation of 93 per cent of 332 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 28B)).

Executive direction and management

28B.1 (a) *Sound financial management and control in the Organization.* There were no significant adverse audit observations in the biennium.

(b) *The programme of work for the Office of Programme Planning, Budget and Accounts is effectively managed and supported by staff and financial resources.* All mandated outputs were delivered and 97.9 per cent of approved resources for the Office were utilized.

Subprogramme 1
Programme planning and budgeting

28B.2 (a) *Simplified process for preparing budget proposals.* A total of 95.1 per cent of client departments surveyed rated the clarity and comprehensiveness of the budget instructions for the biennium 2008-2009 and the ease of submission of budget proposals from satisfactory to excellent. This was achieved through the use of information technology and more frequent interaction between clients and budget officers.

(b) *Assisting Member States in taking fully informed decisions on issues relating to the regular budget.* The results of the survey conducted in December 2007 reflected the dissatisfaction expressed by some Member States with the number of revised estimates proposals in addition to the 2008-2009 regular budget proposals of the Secretary-General. With respect to meeting deadlines, delays occurred primarily because of the volume of work — 368 reports were submitted as compared to 151 reports delivered in 2004-2005, a net increase of 117 per cent. Delays also occurred owing to late submission of material by client departments.

(c) *Improved timeliness in the submission of information supplementary to planning and budget documents to facilitate decision-making by bodies that review those documents.* Delays were experienced and were due primarily to insufficient information from client departments and, in particular, where such information had to be collated from raw data.

(d) *Improved client services, particularly with regard to the administration of the programme budget and extrabudgetary resources.* The final expenditure for the biennium 2006-2007 under the regular budget was 1.1 per cent below the final appropriation owing mainly to the uncertainties in the political dynamics of special political missions. In 2006-2007, the turnaround time for the issuance of extrabudgetary allotments was an average of nine calendar days versus the target of four days, owing primarily to the increased workload in other areas. The results of the survey by the Programme Planning and Budget Division indicated that clients have noted a marked improvement in the guidance provided by the Division on budgetary procedures and processes and on the preparation of the strategic framework for the period 2008-2009, as well as in the quality of the Division's website, which provides information such as resolutions, policies, standard costs and other data pertinent to budgetary processes.

Subprogramme 2
Financial services relating to peacekeeping operations

28B.3 (a) *Simplified processes for preparing budget proposals.* Budget instructions were improved with the provision of costing parameters, which facilitated budget submissions and simplified comparison among missions. Provision for efficiency gains was also included in the budget instructions. Although a survey was not conducted, participants in the budget workshop expressed appreciation for these innovations.

(b) *Assisting Member States to take fully informed decisions on issues relating to peacekeeping*. Positive comments were received on the quality and presentation of reports, as indicated in the reports of the Advisory Committee on Administrative and Budgetary Questions (A/60/790, para. 12; A/60/809, para. 13; A/60/852, para. 14; A/60/869, para. 21; A/60/888, para. 16; A/60/897, para. 20; and A/61/551, para. 5) and formal statements by four delegations and two regional groups in the Fifth Committee at the main part of the sixtieth session and the resumed sixtieth session. Only 50 per cent of the deadlines for submission of budget reports were met owing largely to significant changes in the mandates of a number of missions.

(c) *Increased efficiency and effectiveness of peacekeeping operations*. Liabilities for troops and formed police units did not exceed three months, with the exception of MINURSO, UNFICYP, MONUC, the United Nations Stabilization Mission in Haiti and UNMIK, which were due to cash insufficiency. A total of 15 payments were implemented, comprising 8 scheduled quarterly plus 7 special payments, based on the cash position of the active peacekeeping missions. There was no information available on the percentage of responding missions rating the quality of policy and services.

Subprogramme 3
Financial accounting and reporting

28B.4 (a) *Improved financial statements and financial management reports*. The Board of Auditors expressed a positive opinion on the 2004-2005 financial statements of the United Nations, and there were no significant audit findings related to financial matters that were under the purview of the Accounts Division. The 2006-2007 financial statements were completed by 31 March 2008, and the Board of Auditor's opinion thereon is expected in July 2008. Therefore, based on the results indicators, this goal was met.

(b) *Timely and accurate financial transactions*. During the biennium 2006-2007, 86 per cent of the payments were processed within 30 days of receipt of all appropriate documents, slightly short of the target of over 90 per cent. A total of 84 percent of the bank accounts were reconciled within 30 days after month's end, based on data for sample periods, which is close to the target of 85 per cent. The goal may be considered met.

(c) *Improved client services*. A survey was not undertaken during the biennium to assess client satisfaction with services; however improvements in client services were made, including in the provision of health and life insurance services, tax reimbursement services and in the speedier processing of entitlements upon separation. With respect to insurance policies, the malicious acts insurance policy was renegotiated at an annual savings of $2.8 million. Other achievements included advice on complex insurance aspects of the capital master plan and formalization and distribution of procedures for filing of claims.

Subprogramme 4
Treasury services

28B.5 (a) *Continued prudent stewardship of funds*. Effectiveness of investment practices was further enhanced, as evidenced by the Treasury having earned a rate of return of 4.72 per cent compared to the benchmark of 4.66 per cent average market return of the 90-day risk-free rate for the United States dollar. The Treasury achieved this rate of return with zero cash loss and while meeting all the liquidity requirements of all clients, thus outperforming the market while observing United Nations Treasury policies.

(b) *Improved efficiency and security of the payment system, particularly in peacekeeping operations*. There were no cash loss incidents and all payments were processed within two business days. Treasury ensured the timely receipt and safe custody of cash, improved the payment systems, reduced costs and enhanced security by implementing the cash management system and reconciling cash balances daily; properly booking multi-currency investment accounting; pooling United Nations bank accounts to reduce costs and maximize interest returns; processing worldwide cross-border payments in a timely manner; streamlining cashier functions and advising all missions on Treasury policies and procedures to safeguard financial resources.

Subprogramme 5
Assessment and processing of contributions

28B.6 (a) *Improved timeliness of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions*. The foregoing goal was accomplished through the submission of all related pre-session documentation within the slotting deadlines, thus effectively facilitating the work of the Committee on Contributions. All monthly reports on the status of contributions through November 2007 were submitted during the period; future improvements will focus on automating and standardizing templates with a view to reducing the time required for preparation, as well as for editing and translation of status reports.

(b) *Timely assessments on Member States based on decisions of the General Assembly*. All notifications of assessments were issued within 30 days of the relevant decisions of intergovernmental bodies, in full compliance with financial rule 103.1.

Section 28C
Office of Human Resources Management

Highlights of programme results

Concerted effort was made during the biennium 2006-2007 to address the growing and changing needs of staff. This biennium saw a refocusing of attention to better integrate the needs of peacekeeping operations. In addition, the Office of Human Resources Management worked towards enhancing the accountability of heads of departments in this area through compacts of Under-Secretaries-General with the Secretary-General, human resources action plans and the management performance board. Funds are being used effectively and fully, especially relating to training and the development of new human resources systems.

Challenges, obstacles and unmet goals

In order to better assist in the processes for recruitment and training, and given the implementation of mobility, the office will be reorganized in 2008-2009 to concentrate on the changing needs. The reorganization is intended to enhance outreach vis-à-vis recruitment, especially in the areas of geographic representation and gender balance. While efforts continue, budgetary constraints are a major obstacle.

Output implementation rate

The foregoing results are based on the implementation of 91 per cent of 183 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 28C)).

Executive direction and management

28C.1 (a) *Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States.* Concerted efforts were made during the biennium 2006-2007 to address the growing and changing needs of staff. This biennium saw a refocusing of attention to better integrate the needs of peacekeeping operations. A total of 15 improvements were made in the form of Secretary-General's bulletins and administrative instructions, surpassing the targeted 12 improvements to be realized in the biennium. In order to better assist in the processes for recruitment and training, and given the implementation of mobility, the Office of Human Resources Management will be reorganized in 2008-2009 to concentrate on the changing needs.

(b) *Programme of work is effectively managed and supported by staff and financial resources.* Funds are being used effectively and fully, especially relating to training and the development of new systems. A total of 88 per cent of outputs were met within established deadlines, and the target for timely recruitment and

placement of staff was not only met, but also marginally improved upon. A new staff selection system is in the process of being developed and procured.

Subprogramme 1
Operational services

28C.2 (a) *Improved staff selection and administration, including recruitment, placement and promotion*. The average number of days a post remained vacant is 273, exceeding the target set for this period. Training for programme case officers and members for central review bodies were conducted during 2006 and 2007. This enabled them to better discharge their responsibilities. A survey of members of central review bodies Organization-wide was conducted in 2006, based on which a comprehensive orientation and training programme was developed. This programme was piloted in New York and Geneva in late 2007. Along with the central review bodies training programme, briefing sessions continue for programme case officers to provide up-to-date information on policy and procedural requirements. Efforts continue to standardize generic job profiles to facilitate the work of programme case officers and central review bodies. The average time to process staff benefits (dependency benefit) is 2.5 days, exceeding the target of 6 days. If a staff member's submission is not in order, the time taken to obtain the needed information is dependent on the complexity of the case and entities which are responsible for providing the required information, for example court orders, certificates of full-time attendance at school and proof of financial support. This will prolong the process towards approval.

(b) *Improved geographical representation and gender balance of staff*. The number of unrepresented Member States stood at 16. The representation status of Member States is affected by several factors, including movement of staff (for example, retirement), number of established posts and scales of assessment. During this biennium the number of posts subject to geographical distribution increased and the scales of assessment changed. Regarding the indicator on increased percentage of staff recruited from underrepresented Member States for the Secretariat as a whole, the percentage of staff recruited from underrepresented Member States during 2006 and 2007 against geographical posts at the Professional level and above (excluding Under-Secretary-Generals and Assistant Secretary-Generals) was 15 per cent. Regarding the indicator on increased percentage of women at the Professional level and above for the Secretariat as whole, the figure stood at 42.3 per cent for the Professional, Director, Assistant Secretary-General and Under-Secretary-General levels on regular budget posts with appointments of one year or longer. The Organization is enhancing the accountability of heads of departments in this area through compacts made by Under-Secretaries-General with the Secretary-General, human resources action plans, and the management performance board. Outreach and targeted search will be enhanced.

(c) *Improved human resources planning and monitoring of delegated authority*. Regarding the indicator on the percentage of departments/offices implementing their human resources action plans, 13 departments/offices achieved at least 70 per cent of their objectives in departmental human resources action plans. The format of the plan has been improved. The online information has been enhanced, which allows better monitoring of progress. To facilitate accountability, achievements of the fourth cycle were provided to the management performance board and to the General Assembly.

Subprogramme 2
Organizational development services

28C.3 (a) *Improved versatility of staff.* During the biennium 2006-2007 over 61,000 staff members participated in learning and career development programmes Secretariat-wide. This significant increase over the estimated target as well as actual participation in prior bienniums was achieved owing to three main factors: (i) the additional funding of $3 million approved by the General Assembly in December 2006; (ii) the inclusion by the Secretary-General and the Office of Human Resources Management of mandatory learning goals in the departmental human resources action plan and in the compact with all heads of departments and offices; and (iii) progressive strengthening of the organizational culture of learning. The percentage of staff members completing their learning goals is not a reliable indicator as this field is currently not mandatory in the e-PAS system and therefore, managers and staff have not been entering information in a consistent way. During the biennium, the Office of Human Resources Management has, however, taken the following corrective actions: (i) an improved version of the e-PAS workflow, whereby the continuous learning field will be a required field and a new field will be added for staff and managers to report on training/learning achieved at the end of the reporting cycle; (ii) new workshops to strengthen managers' skills to coach staff on their career development and to support a continuous learning organization Secretariat-wide; and (iii) in all workshops related to career development and performance management, it has been emphasized that each staff member is expected to engage in continuous learning and to indicate at least one professional development goal to be achieved in the reporting period.

(b) *Increased number of young professionals available for recruitment.* The Office of Human Resources Management was successful in providing an increased number of young professionals for recruitment during the biennium 2006-2007. The size of the national competitive examination roster for young professionals at the P-2 level at the beginning of the biennium (31 December 2005) was 396; at mid-biennium (31 December 2006) 433; at the end of the biennium (31 December 2007) 504. During the same years (2006 and 2007), the number of national competitive examination recruitments/placements continued to increase compared to the biennium 2004-2005 as follows: 2004, 70; 2005, 87; 2006, 96; and 2007, 100. The increase in the number of young professionals available for recruitment was the direct result of the implementation of national competitive examinations.

(c) *Improved working environment.* While the expected achievement of improved working environment called for an indicator of achievement whereby there was to be an increased percentage of staff expressing satisfaction with the working environment, the Office of Human Resources Management was unable to conduct a survey on the working environment during the biennium 2006-2007 but is preparing to do so in 2008.

Subprogramme 3
Medical services

28C.4 (a) *Increased awareness of staff regarding health issues.* A total of 18,400 staff attended health awareness programmes. In the biennium, the Medical Services Division continued to implement worksite wellness and preventive programmes, some of them in collaboration with the health authorities of New York

City, to improve staff health and productivity. For example, a smoking cessation programme covered a total of 206 participants; the flu vaccine campaign administered 2,343 doses to staff; United Nations staff participated in events such as the HIV/AIDS, breast cancer and diabetes walks and the blood drive campaign; an increasing number of staff visited the Division for blood pressure measurement and blood lipids tests; and the annual health fairs attracted 4,558 staff. Issues relating to occupational and environmental health were also continuously addressed by promoting workstation ergonomics and maintaining standards for indoor air quality. Preparedness for a system-wide response to a possible global human influenza pandemic was ensured; the Division chaired a medical working group which developed a detailed plan for preparedness in New York; it also helped coordinate pandemic preparedness assessment missions in seven countries.

(b) *Improved staff health*. The Medical Services Division is able to assess and report on performance measures of sick leave statistics and adequacy of medical services of field duty stations. It is not, however, structured or resourced in a way that enables direct control of those variables. This draws into question the relevance of using those areas as performance indicators. Consideration should be given to reporting such information in an organizational health report, rather than in Divisional performance reports. The combined total for various clinical services provided by the Division was: 3,801 medical examinations; 67,388 medical consultations; 18,891 immunizations, injections and electrocardiograms; 5,746 laboratory procedures; 22,271 radiological investigations; and 725 psychological assessments and diagnoses. The adequacy of medical services in field duty stations was assessed through on-site assessments of mission headquarters and sector medical facilities. Technical support was provided to 41 United Nations-sponsored dispensaries and clinics and 52 medical facilities in peacekeeping mission areas.

(c) *Improved timeliness of services*. Surveys show that 84 per cent of respondents expressed full satisfaction with the Division's services. For 75 per cent of respondents, the average waiting time was under 10 minutes. Only 9 per cent of respondents waited longer than 15 minutes. To improve operational efficiencies, the Division continued to use and enhance the information management system, EarthMed. The use of electronic medical records significantly shortened delay time for medical clearances, which in the majority of cases are given on the day of the medical exam. The implementation of an automated clearance transfer from EarthMed to the Integrated Management Information System (IMIS) will result in zero delay. To date there are 128,674 medical records captured in EarthMed; 15,057 medical clearances, 6,978 medical examinations and clinical visits and 106,641 sick leave records. Further implementation to cover more duty stations is being studied. The Medical Services Division should pursue the development of interfaces with UNDP and UNICEF to exchange clearance requests. Similarly, the Division should explore the possibility of interfacing with the Force Generation Service of the Department of Peacekeeping Operations in order to expedite clearance of military observers and civilian police.

Section 28D
Office of Central Support Services

Highlights of programme results

The Office of Central Support Services achieved its goals towards client satisfaction, timely recruitment of staff and resource utilization, indicating that the programme was effectively managed within its given resources during the biennium 2006-2007. The programme continued to seek productivity improvements in the provision of its services and achieved reductions in the average turnaround time to process facility maintenance requests, a higher number of procurement cases processed by staff, the implementation of user-friendly travel tools and the achievement of high discount rates in air travel. The availability of information and communications technology systems continued at a 99.1 per cent level, and information security was improved. Progress was also made in information and communications technology compliance with industry standards, with several initiatives launched to obtain international certifications. IMIS and other applications also allowed the organization to improve the processing of administrative transactions and make progress towards the standardization of information and communications technology systems. A procurement reform agenda was launched, and internal controls were strengthened. Improvements in information-sharing across the Organization and the public at large were also achieved with the full implementation of iSeek and public access to United Nations archives through a new website. Major construction projects, such as the renovation of the Secretary-General's residence and the implementation of additional life safety measures at Headquarters, were other significant achievements during the period.

Challenges, obstacles and unmet goals

The biennium 2006-2007 was in many respects a period of transition for the programme. The Administration embarked on major procurement and information and communications technology reforms which are still in progress and have resulted in some growing pains. The system-wide implementation of information and communications technology initiatives, such as the customer relationship management and enterprise content management, was delayed, but progress was made with important contracts signed and applications initiated by the end of the period. The ageing of the Secretariat building and delays in the implementation of the capital master plan continued to pose challenges in the maintenance of the building, and the increase in the number of staff at Headquarters to support peacekeeping operations and the United Nations reform agenda put pressure on office space.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 28D)).

Executive direction and management

28D.1 *Programme of work is effectively managed and supported by staff and financial resources*. The Office of Central Support Services achieved its goals towards client satisfaction, timely recruitment of staff and utilization of resources. There was an increase in client satisfaction over the previous period from an average of 45 per cent of clients rating the services as favourable to an average of 58 per cent in 2006-2007. Overall, 84 per cent of respondents at Headquarters were satisfied when neutral responses were counted. The target was exceeded in the management of staff resources, with a reduction in the average number of days a post remains vacant, measured from the day a staff member left his or her post to the day his or her replacement arrived. The actual number of days was 273 against a target of 320. A total of 99.6 per cent of the programme's allotted budget was spent. Overall, the programme of work was effectively managed within given resources.

Subprogramme 1
Information and communications technology services

28D.2 (a) *Compliance of all information and communications technology services with Information and Communications Technology Board standards as well as relevant industry standards*. All information and communications technology initiatives conducted by the Information Technology Services Division were in accordance with current Information and Communications Technology Board approved standards. Examples are the continued expansion of the storage area network and backup infrastructure or various smaller applications based on the standard Lotus Notes technology (CarLog and Registration Portal, among others). New initiatives have been launched to achieve compliance with international standards, such as the Information Technology Infrastructure Library, ISO 20000 and ISO 27001. As a result, the target of 99.1 per cent in service availability was achieved.

(b) *Increased effectiveness of administrative processes*. Several existing applications have been deployed in more departments and offices, including offices away from Headquarters, which has resulted in more integrated administrative processes. Among those applications are CarLog, the Electronic Headquarters Committee on Contracts, the Registration Module, and the leave request system. A financial disclosure system was also implemented for the Ethics Office. In total, 22 other applications were implemented, exceeding the target of 10 applications. No customer relationship management or enterprise content management applications could be fully implemented owing to the inconvenience in obtaining the packages. However, the contracts were signed and several customer relationship management applications were initiated. Preparatory work for an enterprise content management deployment has been undertaken.

(c) *Increased use of electronic repositories of information*. iSeek, which harmonizes access to and sharing of information, has been implemented in all offices away from Headquarters except Beirut. The Intranet is widely used, and targets were exceeded, with 752,000 hits instead of 500,000, as anticipated. The migration of IMIS reporting to the Web was completed, and further Web services were developed to facilitate data exchange with other systems. IMIS reporting on the Web was further implemented in several offices away from Headquarters and additional enhancements were made to allow reporting from multiple sources. It resulted in 697 staff accessing IMIS per day instead of 600, as initially anticipated. Other repositories, such as a global contact directory and an accounts administration database, were implemented during the period.

(d) *Improved quality of services provided to intergovernmental and expert organs, permanent missions of Member States and users at large.* Support for the websites of permanent missions was taken over from the external service provider in 2007. The target of 50 per cent reduction in the amount of time required to retrieve electronic documents from ODS was achieved. In addition, the development of departmental applications has been supported and various applications have been deployed, including an e-mail broadcaster and mailing list generator, automated systems for the United Nations Guides and visitors' lobby and Skandata.

(e) *Increased information security.* Anti-virus and anti-spam systems have been in operation and protect the Organization's infrastructure from common threats. With the ongoing update of those applications, 99 per cent of viruses were blocked and 99 per cent of illegal attempts were thwarted, thereby achieving established targets. In addition, the Organization has achieved ISO 27001 certification for the operation of its core local area network and metropolitan area network facilities at New York.

Subprogramme 2
Other support services

28D.3 (a) *Improved efficiency of the management of physical facilities and office space.* Notwithstanding the lack of resources and the veritable challenges of the ageing infrastructure at the United Nations, targets were met and the facility was effectively managed. Budget reductions resulted in changes to maintenance service schedules, in particular preventative maintenance. Heating, ventilating, and air conditioning, and electrical, life safety and mechanical alteration costs increased owing to the deterioration and obsolescence of equipment given the delays in implementation of the capital master plan. As a result, routine work orders increased. Despite the additional workload, the average turnaround time in the processing of work orders decreased from 11.7 business days in the biennium 2004-2005 to 10.55 in the biennium 2006-2007. The 10.55 average exceeded the goal of 11.2 days.

(b) *Maintenance of efficient and cost-effective travel, visa and transportation services.* The programme provided cost-effective travel services through negotiations with approximately 35 major airlines. It exceeded its target of 26 per cent by achieving 27 per cent cost reduction relative to the full cost of official travel. This was a significant achievement considering the difficulty faced by the airline industry in keeping costs down as fuel prices escalated to unprecedented levels. The Travel and Transportation Section also re-engineered six key processes and implemented a new contract for the transportation of personal effects to peacekeeping missions, which resulted in cost reduction of approximately 53 per cent, eliminated the possibility of lost luggage and increased timely delivery. In a Department of Management 2007 client satisfaction survey, 72 per cent of clients rated travel and transportation services as favourable, with the rate increasing to 92.5 per cent satisfaction when neutral responses were counted. A 2007 internal survey showed a high client satisfaction rate at 94 per cent.

(c) *Enhanced level of quality and increased level of efficiency in procurement services*. Following the procurement reform programmes described in the report of the Secretary-General (A/60/846/Add.5) and with the additional resources approved by the General Assembly in its resolution 61/246, the programme dedicated its available resources to improve the quality of the services, implement the procurement reform agenda and strengthen internal controls. The Procurement Division developed and delivered a number of training programmes, held 65 vendor review committee meetings, reviewed the current vendor registration process and is updating the Procurement Manual to reflect best practices and new procedures. A new Planning, Compliance and Monitoring Section was also established to actively follow up on the status of implementation of audit recommendations and to act as a focal point for audits conducted by the Office of Internal Oversight Services and the Board of Auditors. As a result of those measures, the Division achieved a high client satisfaction rate of 97 per cent in an internal survey.

(d) *Provision of effective archives and records management services through the use of electronic service delivery*. The programme met all Member States' requests for access to information, responding to 2,942 reference inquiries on United Nations archives, and established a new website which allows public access to selected United Nations archives. In addition, improved guidance in managing records was provided to Secretariat offices, most notably through an online toolkit for peacekeeping staff and an e-learning programme for all United Nations staff. Two Secretary-General's bulletins, one on managing United Nations records and archives (ST/SGB/2007/5), and one on security classification of United Nations records (ST/SGB/2007/6), were issued and support the efforts of the Archives and Records Management Section to improve the policy framework for improving the recordkeeping environment. However, delays in the development of an information and communications technology strategy and in the implementation of the enterprise content management project, which was designed, in part, to improve recordkeeping compliance in the Organization, have had a detrimental impact on the Organization's introduction of recordkeeping compliance systems.

Section 28E
Administration, Geneva

Highlights of programme results

A client satisfaction survey of the 28 main offices serviced by the Division of Administration, covering its response time, quality, understanding and guidance, showed an overall satisfaction rate of 96 per cent, confirming a performance higher than the 90 per cent target. This result reflected the efforts of the Division to maintain and further enhance the services provided.

In the area of financial management, internal policies and procedures were further strengthened in preparation of the upcoming implementation of International Public Sector Accounting Standards. Special attention was given to strengthen the awareness of staff on risk management. In all areas of performance, targets were either fully met or exceeded.

The United Nations Office at Geneva exceeded the biennial human resources targets with an average selection time of 126 days for all posts and with 33.33 per cent of geographical recruitments selected from unrepresented and underrepresented Member States. The Office continues to increase the representation of female staff and female selection decisions. At the end of the biennium, 43 per cent of staff in the Professional category and above were female, and 54 per cent of staff at the D-1 and D-2 levels were female.

The Division of Administration further strengthened the information and communications technology infrastructure on the Geneva campus, resulting in an increase in reliability and availability, while enlarging its client base.

The Division proceeded with the refurbishment of conference rooms and installations, continued to implement the security strengthening project and took measures to reduce electricity and water consumption.

Challenges, obstacles and unmet goals

The major challenge for the Division of Administration lies in sustaining the quality and efficiency of its support to clients, which have been growing in size and number over the years, while its resources have remained unchanged.

Output implementation rate

The foregoing results are based on the implementation of 100 per cent of 3 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 28E)).

Executive direction and management

28E.1 (a) *Improved management performance and delivery of services.* A client satisfaction survey covering services delivered was carried out among the 28 main offices serviced by the Division of Administration, including OHCHR, the Office for the Coordination of Humanitarian Affairs, UNCTAD and the United Nations Economic Commission for Europe. The offices were requested to evaluate the response time, quality, understanding and guidance provided by the various services of the Division. The 2006 survey showed an overall satisfaction rate of 96 per cent (with a response rate of 89.6 per cent), while the result for the 2007 exercise was 95.25 per cent (with a preliminary response rate of 57.1 per cent). This result, which is consistently higher than the target of 90 per cent set for 2006-2007, reflects the efforts deployed by the Division to further improve its support to clients and to streamline administrative processes. The survey was followed by meetings with client offices to further enhance service delivery and address specific areas of concern. The major challenge for the Division lies in sustaining the quality and efficiency of its support to clients which have been growing in size and number over the years while its resources have remained unchanged.

(b) *Enhanced cooperation with other organizations of the United Nations common system at Geneva.* In addition to the nine areas in which a common approach was developed during past bienniums (airline negotiations, electricity supply, office supplies, heating oil, mail services, travel agency services, insurance policies, toner and ink cartridges and volume purchase agreements), an agreement was reached for paper supply. The target of 10 common services activities was therefore met. The United Nations Office at Geneva is the lead entity for most common services activities, preside over common services bodies in Geneva (Management Ownership Committee, Task Force on Common Services) and provides secretariat services to the Common Procurement Activities Group. The major obstacles are the shortage of resources and the brain drain resulting from the imbalance between the grading level/number of staff within the Division of Administration and their responsibilities.

(c) *System of internal justice that is consistent and in conformity with the human resources policies and rules of the Organization.* The objective of reducing the average duration of appeals before the Joint Appeals Board to less than 12 months has been achieved. The Board secretariat had to face an increased number of disciplinary cases during the period under review. The timely consideration of appeals is contingent upon the availability of Board members, the secretariat and, of course, the appellants and respondents. As of early 2007, 13 cases were pending with the Joint Disciplinary Committee secretariat, which is a very high number. This trend has had and continues to have a significant negative impact on the timely review of Joint Appeals Board cases, given that Joint Disciplinary Committee cases have to be dealt with as a priority and are often very time-consuming. Of the 35 disciplinary cases submitted to the secretariat during the mandate (9 June 2003 to 2 October 2006), 4 were particularly demanding in terms of research, investigation and analysis and required the assistance of a full-time alternate secretary for several months. In comparison, during the previous mandate (4 December 2000 to 8 June 2003), only 8 Joint Disciplinary Committee cases had been submitted to the secretariat. In general terms, it should be noted that in comparison to previous years, the number of appeals disposed of during the period was high. Furthermore, it is noteworthy that the Professional staff of the Joint

Appeals Board secretariat followed a specialized training on mediation within the United Nations internal justice system in 2007. The training and the practice in the Joint Appeals Board secretariat confirmed that the great majority of appeals submitted to the Board are consolidated conflicts, hence the room for negotiation is limited.

Subprogramme 2
Programme planning, budget and accounts

28E.2 (a) *Timely and accurate financial transactions*. During the biennium, 100 per cent of payments were processed within 30 days of receipt of appropriate documents, which is in line with the performance level expected by our service beneficiaries. During the biennium 2008-2009, the Financial Resources Management Service will attempt to ensure the same high level of timeliness and accuracy of financial transactions.

(b) *Effective administration of the programme budget and extrabudgetary resources*. Overall, satisfactory performance towards meeting the anticipated targets of reduction in the turnaround time for the issuance of extrabudgetary allotments after the receipt of complete information and increased percentage of respondents to a client survey who rate the quality of services at least "good" or "very good" were exceeded. As regards the indicator for decreased percentage by which the final expenditure deviates from the final appropriation information, a figure of 0.18 has been recorded against a target of zero. The deviation was practically insignificant. Continuous performance monitoring was a key to satisfactory results.

(c) *Improved financial statements and financial management reports*. As of the reporting date, the results cover interim audits and are in line with the target. Full assessment may be done only after review of the audit statement from the Board of Auditors for the biennium, to be made available after completion of the audit work. Information for the final indicator of the achievement results is normally not available within the reporting time frame.

(d) *Effective treasury services*. The target has been exceeded during the biennium, with 99 per cent of funds disbursed within due dates. The latest client satisfaction survey for the year 2007 showed that 56.3 per cent of clients were satisfied and 37.5 per cent were very satisfied with the treasury services provided.

Subprogramme 3
Human resources management

28E.3 (a) *Improved versatility of staff*. There is no mechanism to track the number of individual training and staff development activities, or to analyse/track completion of learning goals. This should be accessible once the electronic performance appraisal system has been enhanced. The ratios used as performance indicators did not take into account the global change in the nature of the training activities of the Staff Development and Learning Section and did not reflect the full workload of the Section. The number of participants in information technology training activities declined from 995 participants in 2006 to 620 in 2007. This decrease was due to the internal restructuring of the Section related to the retirement of the Information Technology Training Assistant. It has been decided to focus specifically on the delivery of an international certification of information technology skills (such as European Computer Driving Licence) covering a wide range of Microsoft programmes; this change will have an immediate impact on the statistics. The number of participants in the Management and Communications training programme in 2007 has drastically increased, owing in part to the new mandatory training programme "Working together in an ethical environment".

(b) *Improved staff selection and administration, including recruitment, placement and promotion.* With respect to reducing the average number of days a post remains vacant, the United Nations Office at Geneva has made significant progress, with an average selection time of 126 days, exceeding the target of 140 days and within range of the Secretariat-wide target of 120 days. With respect to reducing the average time required to process staff benefits, a review of individual cases on an ad hoc basis showed that processing time is on target. With the current combination of manual workflows and transactions processed via IMIS, there was no automated mechanism keeping track of days. Special efforts were made to ensure closer coordination with client offices through regular meetings in which the human resources action plan targets were reviewed, resulting in improved response time for filling vacant posts. In addition to regular client coordination meetings, a number of briefing sessions were held on human resources-related topics.

(c) *Improved geographical representation and gender balance of staff.* Three recruitments (33.3 per cent) were made from unrepresented and underrepresented Member States out of a total of nine geographical recruitment selection decisions. This exceeded both the programme performance target of two per biennium and the target of 25 per cent for the fifth cycle of the human resources action plan. The efforts of the United Nations Office at Geneva to identify qualified candidates included submitting posts that were or would soon be vacant to the fast track for equitable geographical distribution recruitment project. With respect to the decrease in unrepresented Member States, the indicator can be tracked only at the Secretariat level. Women in the Professional category and above were selected in 55.3 per cent of the recruitment decisions. At the end of 2007, female representation at the Professional level and above was 43 per cent, and at the Director level, it was 54 per cent. Although the former number is slightly below the 50 per cent organizational target, the Office continued to make progress in increasing its female staff representation.

(d) *Improved working environment.* A staff satisfaction survey is not yet available. For any results to be meaningful, a uniform survey should be designed for use at Headquarters and offices away from Headquarters. The United Nations Office at Geneva administers a client satisfaction survey of administrative services provided. However, this is not a measure of staff satisfaction with the working environment. The criteria for a survey of staff satisfaction with the working environment should be developed on an Organization-wide basis in order for meaningful conclusions to be drawn throughout the Secretariat.

Subprogramme 4
Support services

Information and communications technology services

28E.4 (a) *Compliance of all information and communications technology services with Information and Communications Technology Board standards as well as relevant industry standards.* No information was reported specifically with regard to percentage of downtime reduction. It was reported that downtime of centralized systems was reduced as expected, despite delays in implementing enhancements of the Information and Communication Technology Service infrastructure of the Palais des Nations network. Those delays were caused by the decision of the General Assembly to delay the full release of the 2006 allotment in early 2006. Further improvements are envisaged with the implementation of an outsourced 24-hour-a-day, seven-day-a-week monitoring service for 2008-2009 (subject to availability of funds).

(b) *Increased effectiveness of administrative processes.* As per the performance targets, 12 processes were further streamlined and automated in the biennium. Most of those processes used the Lotus Notes workflow platform (e-mail archiving, electronic leave system) or utilize IMIS data (emergency contact list, administrative diagnostics, reporting system). Streamlining and automation of processes is increasingly initiated centrally (by United Nations Headquarters) and will depend on the implementation of the new enterprise resource planning system throughout the Secretariat.

(c) *Increased use of electronic repositories of information.* No information was reported specifically on the increase in the number of users of the repositories. It was reported that, as an immediate consequence of some of the streamlining processes (see (b) above), the number of users of central information repositories increased above expectations. The increase was related largely to increased use of the electronic correspondence logging system and the electronic leave tracking system. As for the above accomplishment, the trend of further centralization of electronic information repositories (enterprise content management, enterprise resource planning) was observed.

(d) *Improved quality of services provided to the intergovernmental and expert organs, permanent missions of Member States and users at large.* No information was reported specifically on the reduction in the amount of time required to retrieve electronic documents. It was reported that, as part of the Secretariat-wide enterprise network project, the reliability of the Office's network was significantly improved, which in return resulted in improved services provided to meeting participants (secure wireless Internet access). The Information and Communication Technology Service currently serves intergovernmental and expert organs, permanent missions and users at large only indirectly, through the provision of a robust infrastructure to those departments/entities who in return serve those bodies.

(e) *Increased information security.* No downtime related to the intrusion of malicious codes to the network was reported during the biennium and no occurrence of information theft through unauthorized external network access was reported. Requests for technical investigations related to information and communications technology security increased sharply throughout the reporting period. If this trend continues, it will no longer be able to provide this service within existing resources.

(f) *Improved coordination, standardization and consolidation of the Metropolitan Area Network under the United Nations Office at Geneva umbrella.* In the absence of a formal mandate (revision of ST/SGB/2000/4) and formal delegation of authority for the provision of central information and communications technology services to the Geneva campus, further consolidation of the provision of such services was achieved via service level agreements. Although no specific number of agreements was recorded, it was reported that the number of agreements reached surpassed the expected target of five further agreements. It should be added that not only did the sheer number of agreements increase but there also was an increase in the depth of the agreements. The revision of the Secretary-General's bulletin on the organizational structure of the United Nations Office at Geneva has been pending for quite some time now.

Other support services

28E.5 (a) *Improved efficiency of the management of physical facilities and office space*. The indicator of achievement is for a reduction in the average turnaround time required for processing requests for services related to maintenance of the buildings' infrastructure and management of the office space. The benchmark for the average turnaround time required for processing requests for services related to maintenance of the earphones in the conference rooms was 20 minutes of processing time, and the goal was to reduce this time by 5 minutes. Actual achievement was a reduction of 3 minutes in 2006 and reduction of 2 more minutes in 2007; as such the goal is considered met. This is the result of the client orientation and motivation session for the staff in charge of this objective. The indicator of achievement and self-evaluation above revealed that actors were relevant and that objectives should be well understood by each member of the sub-unit concerned. A survey assessing satisfaction with services provided found that 80 per cent of the respondents were very satisfied and another 20 per cent satisfied.

(b) *Maintenance of efficient and cost-effective travel, visa and transportation services*. The target of the proportion of savings achieved relative to the full cost of travel was 28 per cent. The overall cost savings/avoidance for 2007 for all ticket types sold in Geneva and abroad was 17.9 per cent. It must be stressed that tickets issued out of Geneva resulted in savings of 22.1 per cent. For negotiated fares in business class, it is noted that a 30.3 per cent savings/cost avoidance was achieved, whereas for economy-class tickets the rate was only 8.8 per cent owing to very low and attractive published carrier fares. The survey conducted for 2007 showed that 33.3 per cent of clients were very satisfied and 66.7 per cent satisfied with services provided, as compared to 23 per cent very satisfied and 77 per cent satisfied clients in a 2005 survey, which rates indicate an improvement.

(c) *Enhanced level of quality and increased level of efficiency in procurement services*. The overall client satisfaction survey rating for 2006 was 94.7 per cent, and the preliminary result for 2007 was 93.3 per cent, both of which were above the target of 85 per cent. The improvement could be attributed to changes in training, coaching and providing information on the procurement process. It should be noted that the Purchase and Transportation Section was understaffed throughout 2007, which probably contributed to the reduction in client satisfaction by 1.4 per cent. The Purchase and Transportation Section held weekly meetings with its major clients to monitor and review procurement plans, and it continued to diversify and increase the participation of suppliers in competitive bidding through the websites of the United Nations Office at Geneva and UNDP. Several missions to the United Nations organized meetings in which the Section explained the procurement process and met with numerous potential suppliers to determine whether their products or services could meet a requirement in the near future. Training contributed to a more positive partnership in procurement, and procurement activities were made simpler, more transparent and more effective.

Section 28F
Administration, Vienna

Highlights of programme results

The United Nations Office at Vienna and the United Nations Office on Drugs and Crime continued to provide efficient services in financial and human resources management, information, communications and other support to all secretariat entities in Vienna, and security, safety and conference management services to organizations in the Vienna International Centre.

In human resources management, the Office leveraged technology to streamline business processes, expedite filling of vacancies, share best practices, initiate new projects, facilitate mobility and train managers in minimizing litigation actions.

The Financial Resources Management Service improved institutional arrangements and in respect of external partners, harmonized budget and accounting procedures and systems, strengthened the Office's field office financial management capacity and improved performance monitoring.

The asbestos cleaning of the office floors of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime was completed. The relocation of staff members to temporary offices was effected smoothly, with minimal work interruption. Offices were reconfigured to optimize space and to accommodate new United Nations entities.

The Information Technology Service received several UN21 Awards, among others, for fully implementing electronic workflow processes. Internal memorandums and faxes are a feature of the past, and staff members were able to operate offsite. If the avian flu pandemic were to strike, operations could continue with minimal interruption. The United Nations Office at Vienna accommodated ESCWA in 2006 and enabled it to become operational within days. The United Nations Office at Vienna and the United Nations Office on Drugs and Crime scored highest on the results of the Secretariat-wide information and communications technology client survey.

Challenges, obstacles and unmet goals

The funding shortage faced by the United Nations Office on Drugs and Crime in 2004-2005 was still acute in 2006-2007. Vacant posts were abolished and the structure of the United Nations International Drug Control Programme and the United Nations Crime Prevention and Criminal Justice Programme funds was streamlined. Member States and donors were given regular updates and several proposals were submitted. The procurement volume has grown significantly to $32.0 million (more than 81 per cent of $17.7 million in 2004-2005). Aside from recurrent purchases, the Commercial Operations Unit had to deal with huge security enhancement projects. The challenge is how to balance the strict compliance with the United Nations procurement and financial rules on the one hand and meeting the objective of timeliness on the other. Challenges in space management are experienced on a daily basis, and in information technology there is the lack of sufficient funds for training.

Output implementation rate

The foregoing results are based on the implementation of 100 per cent of three mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 28F)).

Subprogramme 3
Human resources management

28F.1 (a) *Improved versatility of staff.* No information was reported specifically in relation to the three indicators of achievement; that is on the staff mobility index, increased participation in learning programmes and staff completing learning goals. It was reported that a significant number of staff at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime had undertaken the Secretariat-wide mobility exercise and the United Nations Office on Drugs and Crime pilot rotation exercise. As an example, for the current managed mobility exercise at the P-4 and G-6 levels, there was only one eligible P-4 staff member for the exercise in 2007 since all other P-4 staff had undergone mobility in the past five years. The one area requiring close attention remained interdepartmental mobility. In the absence of occupational networks, the recognition of candidates from other departments who might well be carrying out similar functions was not evident. The current indicator for the United Nations Office at Vienna and the United Nations Office on Drugs and Crime might seem low but reflects mobility averaged out over the past five years, 2002-2007.

(b) *Improved staff selection and administration, including recruitment, placement and promotion.* No information was reported specifically on the two indicators of achievement, reduction in the average number of days a post remains vacant and reduction in the average time required to process staff benefits. It was reported that a high level of understanding prevailed among managers with regard to job design, recruitment assessment exercises and selection. That had been strengthened with the development of the staff selection manual of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime. Through the development of an online tool (vacancy monitoring report) and initiation of a six-month recruitment plan, the United Nations Office at Vienna and the United Nations Office on Drugs and Crime had been able to identify externalities to meeting the timelines and work with substantive offices to ensure the timely filling of vacancies. The development of user-friendly manuals and the dedication of time for information and learning sessions had been rewarding. The online tool remained a work in progress.

(c) *Improved geographical representation and gender balance of staff.* No information was reported on the number of unrepresented and underrepresented

Member States, or on the percentage of women at the Professional level and above. The Office has striven to use all possible outreach mechanisms to attract and educate potential applicants from unrepresented and underrepresented countries, as well as female applicants, working outside the United Nations common system. A robust drive to attract female applicants from least developed countries and the private sector should be explored vigorously.

(d) *Improved working environment*. No information was reported on the percentage of staff expressing satisfaction with the working environment. It was reported that a client satisfaction survey had been conducted on the quality of services provided to new staff and the orientation and induction programme, in which participants expressed overall satisfaction with the programme.

Section 28G
Administration, Nairobi

Highlights of programme results

The most significant and cross-cutting area in which the United Nations Office at Nairobi has improved the effectiveness of its administrative processes is in the implementation of the automation of those processes. A number of applications have been rolled out by the Information and Communication Technology Services in conjunction with the relevant services that are utilized by staff across the board. The target for 2006-2007 was a total of 25 and, by the fourth quarter of 2007, the Office was well on its way to achieving this target, having 19 in use as of 30 September 2006. Among those applications already in use are the e-leave request and monitoring, e-shuttle requests, education grant processing, a Human Resources Management Service workflow system and a UNDP fax database. The latter is a system that automatically generates faxes requesting the services of UNDP (based on obligations in IMIS) and assists in reconciling the fax authorizations and the monthly reports received from UNDP.

Challenges, obstacles and unmet goals

The main challenges and obstacles faced by the United Nations Office at Nairobi during this biennium were derived from internal changes within its core clients, UNEP and UN-Habitat, and the Office's own governance structure, in particular the change of Director General and the succession of a new Executive Director of UNEP. Those changes promulgated a number of reviews that have resulted in extensive recommendations for change, both internally for the Office and in how it interacts with core clients. That process, including various decisions on the way forward and the implementation of those recommendations, is ongoing. The Office has to adapt to those changes, along with dealing with increased workloads in most areas.

Output implementation rate

The foregoing results are based on the implementation of 100 per cent of three mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 28G)).

Executive direction and management

28G.1 (a) *Improved management performance through adoption of new/improved policies and procedures, methods, tools and techniques for the Division's key management and service functions*. No information was reported specifically on the number of new/improved policies and procedures, methods, tools and techniques implemented. It was reported that in the course of 2006, UNEP, UN-Habitat and the United Nations Office at Nairobi, with the support of the Department of Management and the Office of Internal Oversight Services, had conducted an in-depth review of the governance, operations and organizational structure of the Office. As a result of that review, a number of decisions had been taken by the Secretary-General with a view to strengthening the executive direction and management of the Office, formalizing the oversight over its services on the part of its main clients, UNEP and UN-Habitat, clarifying accountability and reporting lines, rationalizing the performance of its main functions and delivery of services, and better aligning its resources to the needs of the clients. Some of the more significant changes related to the present section included the establishment of the Executive Services Management Board (comprised of the Director-General of the United Nations Office at Nairobi and the Executive Directors and Deputy Executive Directors of UNEP and UN-Habitat), redefining the functions of the post of the Director of Administration as Director of Operations to include responsibility for the day-to-day management of all operational services of the Office (administration, conference services and security and safety).

(b) *Improved business processes in terms of efficiency and productivity*. No information was reported specifically on the increased number of service-level agreements with client offices. The same information as in subparagraph (a) above was reported for this expected accomplishment.

(c) *A system of internal justice that is consistent and in conformity with the human resources policies and rules of the Organization*. No information was reported specifically on the decreased average amount of time required for the final disposition of cases. It was reported that during the biennium 2006-2007, five open cases had been cleared dating back to 2003, 2004 and 2005.

Subprogramme 2
Programme planning, budget and accounts

28G.2 (a) *Timely and accurate financial transactions*. No information was reported specifically for the indicator, compliance with benchmarks in the service-level agreements with UNEP and UN-Habitat. It was reported that there had been an increase in the number of transactions processed for clients and at the same time an improvement in performance vis-à-vis targets set under the service level agreements within the existing level of resources. For the second indicator, it was reported that the target goal of processing at least 70 per cent of all payments within 30 days of receiving all the relevant documents in the Procurement, Travel and Shipping Section of the Support Services Service, had been achieved.

(b) *Effective administration of the programme budget and extrabudgetary resources*. No information was reported specifically for the three indicators, decreased percentage by which the final expenditure deviates from the final appropriation, reduction in the turnaround time required for the issuance of extrabudgetary allotments after the receipt of complete information and increased percentage of respondents to a client survey who rate the quality of services at least "good" or "very good". It was reported that, for the first year of the biennium, the administration of the programme budget and extrabudgetary resources had fallen within the expected targets.

(c) *Improved financial statements and financial management reports*. The aim of the Accounts Section of the Budget and Financial Management Service is to prepare accurate, timely and updated financial management reports, which it has so far maintained. Financial statements are prepared and updated monthly. The 2006 audit has not yet been completed; therefore no audit opinion/finding, positive or adverse, has been noted.

(d) *Effective treasury services*. The target goal of processing at least 70 per cent of all payments within 30 days of receiving all the relevant documents in the Procurement, Travel and Shipping Section of the Support Services Service was achieved. The year-to-date indicator is 88.1 per cent of payments processed within the 30 day target, with about 11.9 per cent of payments taking more than 30 days to process. There is a dire need to develop an all-inclusive indicator that takes into account the turnaround time in other units in the United Nations Office at Nairobi, as well as the substantive units, all of which impact on performance. More research is needed to determine the exact time taken in other external collaborators. Due to the introduction of IMIS via Citrix to almost all offices away from Headquarters, the Payments Unit currently approves (within 24 hours) an average of more than 120 payments on a daily basis. There is a need to use up-to-date analyses and indicators developed in-house to track payments, taking into account the influences of other units of the Office. The challenge has been the external factors, such as substantive offices that take an inordinate amount of time to revert with queried information. The other unforeseen challenge has been the very high staff turnover in the Payments Unit, which is due to mission assignments.

Subprogramme 3
Human resources management

28G.3 (a) *Improved versatility of staff*. No specific information was provided for the three indicators of achievement. It was reported that the statistics confirm that the accomplishments of the Human Resources Management Service had been greater than the baseline years and had achieved significant improvements in 90 per cent of the targets, which were due mainly to the streamlining of procedures and related administrative processes.

(b) *Improved staff selection and administration, including recruitment, placement and promotion*. No specific information was provided for the two indicators of achievement. It was reported that the Human Resources Management Service had embarked on educating staff about their entitlements and had placed policy briefs and guidelines online with the assumption that an informed staff member would submit correct requests and complete documents, thereby resulting in fewer errors and service time reduction. Better planning of staffing needs on the part of departments was encouraged to reduce the recruitment timeline.

(c) *Improved geographical representation and gender balance of staff*. No specific information was provided for the three indicators of achievement. Gender and geographical targets can be met if departments are allowed to participate in setting the targets. The Human Resources Management Service can only facilitate, but the commitment to achieve those targets can come only from the concerned recruitment decision makers.

(d) *Improved working environment*. No specific information was provided for the indicator of achievement. It was noted that there was improved staff satisfaction with the working environment, and that a change of human resources staff attitude, from focus on compliance to providing efficient and friendly staff services without compromising the United Nations policies and rules, has contributed positively.

(e) *Improved staff health care*. No specific information was provided for the two indicators of achievement. It was reported that there had been significant improvement in the health-care services offered, and that that could be seen by the greater number of staff members and dependants who are now serviced from the clinic.

Subprogramme 4
Support services

Information and communications technology services

28G.4 (a) *Compliance of all information and communications technology services with the Information and Communications Technology Board standards as well as relevant industry standards*. No specific information was provided for the indicator of achievement. It was reported that the Information and Communications Technology Services had maintained the standards of the Information and Communications Technology Board and related industry standards. A new Cisco network and a new data centre had been installed.

(b) *Increased effectiveness of administrative processes*. No specific information was provided for the indicator of achievement. It was reported that there had been significant improvement in the administrative processes and many new applications had been implemented, such as agency service requests to UNDP, electronic shuttle requests, education grant, fact sheet applications, the Human Resources Management Service document workflow system and lump-sum travel.

(c) *Increased use of electronic repositories of information*. No specific information was provided for the indicator of achievement. It was reported that there had been increased collaboration between units/agencies in the use of electronic repositories of information and that the number of e-mail accounts in Gigiri is well within the expected target.

(d) *Improved quality of services provided to intergovernmental and expert bodies, permanent missions of Member States and users at large*. No specific information was provided for the indicator of achievement. It was reported that there was improvement in the quality of services provided and that this could be seen from the new applications that were available to users. Many new applications had been implemented such as agency service requests to UNDP, electronic shuttle requests, education grant, fact sheet applications, the Human Resources Management Service document workflow system and lump-sum travel.

(e) *Increased information security*. No information was provided on the percentage of viruses/spam blocked, although it was reported that there had been significant improvement in the percentage of viruses/spam blocked owing to the implementation of new spam filtration applications. With regard to the second indicator of achievement, it was reported that more than 99.9 per cent of illegal access attempts had been thwarted, surpassing the target of 97.8 per cent.

Other support services

28G.5 (a) *Improved efficiency of the management of physical facilities and office space.* A survey of informal and official records indicates that there were 3,414 reports of malfunction during the first 18 months of 2006-2007. This represents an improvement over the previous biennium when 7,998 reports were made. No information was reported on the average response time for the foregoing. The reduction in the number of reports can be attributed largely to the improved management of maintenance contracts and to the fact that the Facilities Management and Transportation Section/BMTU have implemented some significant maintenance renovation or upgrade projects which have led to a reduction in malfunctioning of infrastructure. The Facilities Management and Transportation Section/BMTU is progressing with several additional upgrade projects, which should further improve the general maintainability of the compound.

(b) *Maintenance of efficient and cost-effective travel, visa and transportation services.* No specific information was provided for the two indicators of achievement. The United Nations Office at Nairobi signed agreements with seven major airlines for additional discounts one of which, Emirates, has not renewed the agreement. Owing to sales on carriers with which no agreements exist or on routings for which mixed carriers were used, the anticipated level of savings fell short. Furthermore, International Air Transport Association agency commissions have been reduced, for example, Brussels Airlines, from 8 per cent to 6 per cent, British Airways, from 6 per cent to 1 per cent, and Swiss International Air Lines, from 8 per cent to 6 per cent. Market fares were used mainly on regional and domestic travel for which no airline incentive discounts were offered by the major regional carrier, Kenya Airways.

(c) *Enhanced level of quality and increased level of efficiency in procurement services.* No specific information was provided for the two indicators of achievement. It was reported that several initiatives, for example, the Payables Register (invoice tracking system), enhanced the Contracts and Procurement Section interface with IMIS. Increased numbers of blanket purchase orders/systems contracts and service level agreements were implemented. A low value requisition procurement option, that is, for items with a value of less than $2,500, was launched in November 2005. During the past quarter, major procurement activities took place in support of the United Nations Framework Convention on Climate Change conference in Nairobi. The conference necessitated the recruitment of additional procurement staff on a temporary basis. A fast track procedure was in place, and this contributed to a much improved figure for the first three quarters of 2007. Equip, a new procurement application programme, was launched in February 2007 to improve the efficiency of the procurement process.

(d) *Effective archives and records management services and practices.* No specific information was reported for the indicator of achievement. In September 2006, it was expected that the target number of application systems in use would be met by the end of the biennium. In June 2007, it was noted that the Applications Development and Solutions Delivery Section would not be able to deploy as many applications by 2008 because it was not expecting any more applications from elsewhere, and that what was needed would be developed in-house.

Section 29
Internal oversight

Highlights of programme results

The Office of Internal Oversight Services (OIOS) has been working on strategies and methodologies to better align its oversight services with areas of organizational risk. The risk assessment methodology developed in 2006 (and currently being implemented) is a major initiative to focus the Office's oversight assignments on the areas of highest risk to the Organization.

During the biennium 2006-2007, OIOS also engaged in several initiatives aimed at strengthening internal processes and procedures to better serve management and Member States. Some of the major achievements of the reporting period included: implementing a single Office-wide recommendation monitoring and tracking system; improving coordination and collaboration with other United Nations oversight bodies and other institutions of a similar nature outside the United Nations; improving both the frequency and substance of self-evaluation programmes conducted in the Secretariat; and contributing to the capacity-building for results-based management in the Secretariat. The increased utilization of computer-based forensic investigative tools resulted in better classification and analysis of evidence in major fraud cases. This has allowed the Office to make better progress towards protecting the Organization's resources and achieving greater compliance with the Organization's rules and regulations.

Further details of programme results are available in documents A/61/264 (Part I), A/61/261 (Part I)/Add.1, A/61/264 (Part II), A/62/281 (Part I), A/62/281 (Part I)/Add.1 and A/62/281 (Part II).

Challenges, obstacles and unmet goals

The Internal Audit Division continues to rely on organizations funded from extrabudgetary sources to provide the resources required to finance their internal audit functions. This process does not necessarily allow for attention to be focused on the areas of highest risk and constrains the implementation of the audit workplan. Furthermore, dependence on funding from extrabudgetary entities significantly affects the independence of the Office.

The General Assembly, in its resolution 60/259, requested the Secretary-General to entrust the Office of Internal Oversight Services to prepare a consolidated report on audits and investigative reviews undertaken by the United Nations entities of the tsunami relief operations. (A/61/669). The lack of cooperation from other United Nations entities impeded the Office from fully complying with that request.

Output implementation rate

The foregoing results are based on the implementation of 92 per cent of 83 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 29)).

Executive direction and management

29.1 (a) *Programme of work is effectively coordinated and strategically managed and supported by staff and financial resources*. The Office works diligently to ensure that slot dates for its General Assembly reports are met. The compliance rate has increased considerably over the past two years. The Office has also made concerted efforts to better communicate with Fifth Committee members when a proposed report cannot be completed by the date requested.

(b) *Enhanced policy coherence in the management of the internal oversight activities of the United Nations*. Coordination with other oversight bodies in the United Nations is critical to ensure that potential redundancies in the workload are avoided. During the biennium, the Office exceeded its target for coordination meetings held with other oversight bodies. The meetings currently focus on coordinating workplans, but will be extended in the future to include greater coordination of and cooperation among individual oversight assignments and the sharing of knowledge and expertise in internal oversight.

Subprogramme 1
Internal audit

29.2 (a) *Improved quality of information provided to legislative bodies and to programme managers*. The quality of information provided to legislative bodies and programme managers in the audit reports of the Office of Internal Oversight Services remains high. Resolutions adopted by the General Assembly during the biennium often note the usefulness and quality of the audit reports of the Office. A majority of programme managers who responded to a client satisfaction survey administered by OIOS in September 2007 rated the usefulness of internal audit reports as good or better. OIOS also requests programme managers to evaluate its services each time it submits an audit report and, although the rate of response has been relatively low, programme managers rate its audit services positively.

(b) *Acceptance and implementation by programme managers of recommendations made to mitigate risks*. OIOS monitors the status of implementation of audit recommendations and provides biannual feedback to programme managers on the actions needed to execute outstanding recommendations. During 2006-2007, a total of 480 critical recommendations aimed at mitigating risks were issued, of which 465 were accepted by programme managers. A total of 285, or 61 per cent, of the accepted recommendations have been implemented. The Office is also upgrading its recommendations database system to allow more continuous, Web-based, interaction and dialogue between programme managers and the Office on the status of audit recommendations.

(c) *Improved levels of efficiency and effectiveness in the implementation of programmes, and enhanced accountability by programme managers*. During the biennium, a total of 756 recommendations were issued aimed at enhancing organizational efficiency, effectiveness and accountability by improving management and administration within the Secretariat. Of these, 397 recommendations (or 56 per cent of accepted recommendations) were fully implemented. As a result of the implementation of the Office's recommendations with financial implications, the Organization has saved an estimated $26 million through improvements to management practices.

(d) *Enhanced levels of compliance with legislative mandates, regulations and rules within programmes, and enhanced accountability by programme managers*. A total of 296 critical recommendations relating to compliance with legislative mandates, regulations and rules were issued during 2006-2007. Of these, 205 recommendations (or 72 per cent of accepted recommendations) were fully implemented by programme managers, exceeding the target implementation rate set by OIOS of 65 per cent.

Subprogramme 2
Monitoring, evaluation and consulting

29.3 (a) *Increased capacity of programmes to apply results-based methods in programme management, monitoring and reporting*. By the end of the biennium, the rate of compliance by programme managers with programme performance documentation and reporting requirements increased from 70 to 74 per cent compared to the previous biennium. During 2006-2007, the Office further contributed to the capacity of programmes to apply results-based methods through a number of activities, including the maintenance of an Intranet-based results-based management tutorial, the provision of training to Secretariat departments on results-based management, and the implementation of comprehensive inspections on the status of results-based management in three individual Secretariat departments. The Office also initiated a new series of six reports, issued every six months, on the status of programme performance documentation. The management consulting services and programme reporting functions have been transferred to the Department of Management (in accordance with General Assembly resolution 61/245). The transfer separates programme management and performance reporting activities from the oversight functions undertaken by the Office and therefore strengthens the independence of its oversight activities.

(b) *Implementation by programme managers of assessments on programme effectiveness and efficiency*. During the biennium, a total of 11 evaluation reports were issued, containing 92 recommendations. The rate of implementation of evaluation recommendations was 40 per cent by the end of 2007 (a decrease in the implementation rate of 75 per cent at the end of the previous biennium). This decrease can be attributed to the high number of evaluation recommendations issued in 2007 that have not yet been implemented. OIOS notes that by the end of 2007, there were no evaluation recommendations older than three years that had yet to be implemented. A total of 19 inspection reports were issued during 2006-2007, containing a total of 237 recommendations. By the end of the biennium, 50 recommendations (21 per cent) had been fully implemented and the remaining 187 (79 per cent) were in progress. The implementation of the Office's evaluation and inspection recommendations resulted in a number of improvements to programme efficiency and effectiveness during 2006-2007.

(c) *Improved quality of management consulting services.* In surveys of programme managers conducted by the Office, 94 per cent of clients expressed a high satisfaction with the management support services rendered by the Internal Management Consulting Services. In those surveys, all clients indicated that the services provided exceeded their expectations, that they were fully satisfied with the quality of the services, and that they would use those services again. Clients indicated that the main outcomes of the services were: (i) streamlined and improved work processes; (ii) optimized use of limited resources; (iii) strengthened internal capacity for future management improvements; (iv) optimized organizational structures and design; (v) minimized resistance to change; and (vi) enhanced clarity on work priorities and on roles and responsibilities.

(d) *Increased capacity of programme managers to use self-evaluation as a means to improve programme effectiveness.* Improvements have been made in both the frequency and substance of self-evaluations conducted by Secretariat departments. While just over half the departments had self-evaluation plans for a majority of their programmes in 2006-2007, all programmes had established such plans for the biennium 2008-2009. In addition, 87 per cent of programmes were subject to some type of self-evaluation during 2006-2007. Some of the exercises examined the components of programme operations and resulted in recommendations aimed at improving efficiencies and effectiveness. An increased number of programmes are further strengthening their capacity for self-evaluation, with many developing self-evaluation policies, establishing dedicated self-evaluation capacity and receiving training on evaluation from OIOS.

Subprogramme 3
Investigations

29.4 (a) *Better protection of the Organization's assets and resources and greater compliance with the Organization's rules and regulations.* A total of 55 per cent of investigation recommendations had been accepted by the end of the biennium, short of the target of 72 per cent. However, a large number of investigation recommendations issued towards the end of the biennium were accepted after the biennium was completed. Therefore, the current acceptance rate is higher than the rate measured at the end of the biennium. The increased utilization of computer-based forensic investigative tools resulted in better classification and analysis of evidence in major fraud cases. This has allowed the Office of Internal Oversight Services to make better progress towards protecting the Organization's resources and achieving greater compliance with the Organization's rules and regulations. The upgrade to the OIOS recommendations database system will also make possible a continuous dialogue between programme managers and OIOS personnel on the status of investigation recommendations.

(b) *Increased understanding of trends and risks by relevant parties for mitigation action.* Of those OIOS investigation recommendations issued during 2006-2007 that proposed mitigation action on organizational trends and risks, 76 per cent were accepted by programme managers (exceeding the target of 50 per cent). The investigation recommendations aimed at addressing risks of sexual exploitation and abuse received particularly prompt attention by programme managers,

consistent with the Organization's zero-tolerance on sexual exploitation and abuse. A favourable response was similarly noted on the part of some Member States that acted promptly on sexual exploitation and abuse matters by either conducting swift joint investigations with OIOS or ensuring that perpetrators were held accountable for their improper conduct. Going forward, OIOS plans to increase its outreach activities, better informing programme managers on trends and areas of risk to the Organization that are of particular concern.

Section 33
Safety and security

Highlights of programme results

Support to designated officials in the field was strengthened and cooperation between the Department of Safety and Security and country teams was improved. Significant progress was made in strengthening the cooperation and exchange of information with host country officials. Cooperation between the Department of Safety and Security and the Department of Peacekeeping Operations led to joint evaluation and assistance missions, thus providing the Security Council with enhanced information on which to base its decision-making on assistance to the missions. Awareness of security issues increased among United Nations staff through enhanced training. Print and electronic material on United Nations staff security has been developed, including the new Field Security Handbook. The Critical Incident Stress Management Unit provided quality counselling and psychosocial intervention for affected staff. A significant amount of time and effort was spent during 2006-2007 in filling posts. The incumbency rate reached 90 per cent by the end of the biennium.

Challenges, obstacles and unmet goals

The ever-changing threats and risks faced by the Organization and the unexpected crises in certain areas of the world have brought about many challenges for the Department. The main obstacle facing the Department continued to be lack of adequate resources. The Department lacked a fully functional and responsive crisis management system, with no dedicated resources to enable it to handle emergencies effectively. The lack of information management and communications resources had an impact on the development of security information systems and management of information. The United Nations security management system is held together through a cost-sharing arrangement which is neither secure nor predictable. Non-payment by members can jeopardize the delivery of security.

While significant progress has been made in operational and policy integration, financial, personnel and administrative integration remains a challenge. Different conditions of service for security officers in the field and at offices away from Headquarters have become contentious issues that affect the morale of staff, which in turn affects the Department's performance.

Output implementation rate

The foregoing results are based on the implementation of 50 per cent of 123 mandated, quantifiable outputs.

Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2006-2007 (A/60/6 (Sect. 33)).

Executive direction and management

33.1 (a) *Programme work is effectively delivered.* Since 2006, there have been 48 malicious deaths recorded, compared with 15 malicious deaths in 2004-2005. Of these, 17 occurred during the bombing attack in Algiers. Mitigation measures are being strongly emphasized at all duty locations.

(b) *Enhanced coordination of the United Nations security management system.* With a mandate to provide policy guidance for a newly unified and integrated United Nations security management system, the Department has begun the task of ensuring that a set of common, standardized security policies and procedures are applied to all organizations of the United Nations. The Department has made substantial progress in that area, with 75 per cent of policies, standards and procedures updated and promulgated (compared with 25 per cent in 2004-2005).

(c) *Improved implementation of policies and procedures relating to the security and safety of United Nations staff and their eligible dependants.* The Compliance, Evaluation and Monitoring Unit was established in February 2006 and tasked with visiting United Nations country teams, peacekeeping missions, offices away from Headquarters and regional commissions to evaluate their compliance with United Nations Security policies and procedures. The Unit has embarked on the development of a self-assessment software programme to enable United Nations country teams to evaluate their own compliance with United Nations security policies and procedures. In 2006, the methodology was developed and a prototype programme launched. Of the 21 duty stations visited in 2006-2007, the average compliance with the minimum operating security standards is 82 per cent (compared with 60 per cent compliance in 2004-2005). In addition, the Department appraises overall country compliance with all its policies and procedures and issues a score for each duty station ranging from "1" (needs major improvement) to "5" (outstanding). The average score in 2006-2007 was 3.27 (good).

(d) *Programme work is effectively supported by staff and financial resources.* A large proportion of staff time was spent in the recruitment of staff for the posts authorized by Member States in 2005 (741 new posts, of which 178 were in New York). Some of the staff involved in the selection process were themselves new to the United Nations and required time to grasp the intricacies of the staff selection system. Notwithstanding those challenges, the average number of days taken from the issuance of a vacancy announcement to selection by the head of department was 144 (compared with 180 days in 2004-2005), a 20 per cent improvement. Expenditure levels in 2006-2007 were lower than expected (with only 90 per cent of the regular budget allotment utilized), primarily because of delays in recruitment. Nevertheless, the reduction in the average number of days taken to recruit new staff meant that budget utilization improved compared with the previous biennium (85 per cent).

Subprogramme 1
Security and safety coordination

New York

33.2 (a) *Improved security and safety conditions at the United Nations headquarters locations and the regional commissions*. Advances have been made towards achieving complete compliance with headquarters minimum operating security standards in 2006-2007, with compliance at 94.5 per cent (compared with a 75 per cent baseline in 2004-2005). The Department conducted three full evacuation drills for the United Nations Secretariat complex in 2006-2007, on each occasion completely evacuating the complex within the optimum target time of 20 to 30 minutes. This was an improvement on evacuation performance in 2004-2005. In 2006-2007, the Department again achieved its target of responding within 5 minutes of first notification to any security and safety-related incident within the United Nations complex. The number of registered unauthorized entries to the United Nations complex was three (compared with a baseline of zero unauthorized entries established for 2004-2005). The strengthening of security measures increases the detection capability of the Department. Therefore, this may result in an increase in recorded unauthorized entries. The number of safety-related claims submitted to the Department by New York staff decreased from 547 in 2004-2005 to 377 in 2006-2007, a reduction of 31 per cent. The percentage of claims warranting further evaluation and possible compensation increased, however, from 5.1 per cent of claims in 2004-2005 (28 out of 547) to 6.4 per cent (24 out of 377) in 2006-2007.

(b) *Enhanced coordination of security arrangements and strengthened level of preparedness at United Nations headquarters locations and regional commissions*. The protection coordination process for visits by senior United Nations staff members was further refined in 2006-2007. All security advisers in the Department and the agencies, funds and programmes have been advised of the need to keep the Protection Coordination Unit informed of the intended movement of senior staff. This has resulted in an increase in timely notification, and all such reported travel is now the subject of a threat and risk assessment and a protection mitigation assessment.

Geneva

33.3 *Improved security and safety conditions at the United Nations headquarters locations and the regional commissions*. Progress has been made on improving compliance with headquarters minimum operating security standards, with compliance at 85 per cent at the end of 2006-2007 (compared with a 75 per cent baseline in 2004-2005). The time taken to evacuate the Palais des Nations also improved in 2006-2007 (15 minutes), although the target time of 13 minutes for complete evacuation during drills has yet to be met. The average time taken to respond to security and safety incidents decreased by approximately 25 per cent in 2006-2007. There was one registered unauthorized entry to the United Nations complex in 2006-2007 (compared with a baseline of zero unauthorized entries established for 2004-2005).

Vienna

33.4 *Improved security and safety conditions at the United Nations headquarters locations and the regional commissions*. Improvements in security and safety conditions in 2006-2007 focused largely on strengthening the physical security of the Vienna International Centre. Compliance with headquarters minimum operating security standards was 85 per cent at the end of 2006-2007 (compared with a 75 per cent baseline in 2004-2005). Evacuation procedures have improved, with a new short message service facility and a pre-recorded message system implemented during 2006-2007. However, the Department has yet to achieve a complete evacuation of the Vienna International Centre within the target time of 20 minutes (it took 25 minutes to evacuate the Centre during the drill in 2007). The average time taken to respond to fire alarms was 4 minutes during 2006-2007 (based on 181 recorded safety incidents). While there were three unauthorized entries into the premises in 2006-2007 (compared with a baseline of zero unauthorized entries established for 2004-2005), they were detected by the Department and were non-violent.

Nairobi

33.5 *Improved security and safety conditions at the United Nations headquarters locations and the regional commissions.* Compliance with headquarters minimum operating security standards improved during 2006-2007, with a number of projects completed, including the installation of access control barriers and security gate houses, as well as an electrified fence that is activated on a 24 hour a day, 7 day a week basis. Other measures that have improved security and safety conditions include enhanced screening of visitors and delegates using magnetometers and X-ray machines; better lighting along the perimeter fence; and daily foot and vehicular patrols along the perimeter fence. By the end of 2006-2007, 85 per cent compliance with headquarters minimum operating security standards had been achieved (compared with a 75 per cent baseline in 2004-2005). Incident response times also improved, with incidents occurring within the complex attended to within 3 to 5 minutes. The creation of the diplomatic police in November 2005 by the Government of Kenya led to quicker responses in 2006-2007, with incidents occurring outside the complex attended to within 30 minutes to one hour. As was the case in 2004-2005, during 2006-2007 there were no reported unauthorized entries into the United Nations Nairobi complex.

Addis Ababa

33.6 *Improved security and safety conditions at the United Nations headquarters locations and the regional commissions.* The United Nations premises in Addis Ababa were 90 per cent compliant with headquarters minimum operating security standards at the end of 2006-2007, following improvements in physical security infrastructure (compared with a 75 per cent baseline in 2004-2005). Response times to incidents occurring both within and outside the compound improved during 2006-2007, with incidents occurring within the compound being attended to within 5 minutes. Increased patrols will be necessary in order to enable more opportunity to detect intruders. There were two unauthorized entries into the compound during 2006-2007 (compared with a baseline of zero unauthorized entries for 2004-2005).

Bangkok

33.7 *Improved security and safety conditions at the United Nations headquarters locations and the regional commissions.* The United Nations premises in Bangkok are now 89 per cent compliant with headquarters minimum operating security standards (compared with a 75 per cent baseline in 2004-2005). Evacuation drills of the ESCAP complex show that evacuations are occurring within the required benchmark time. Emergency situations at the complex are responded to promptly, with an estimated 20 per cent reduction in response time to emergencies within the premises (from an estimated 10 minutes to 8 minutes). There was one unauthorized entry into the United Nations premises during 2006-2007 (compared with a baseline of zero unauthorized entries during the previous biennium).

Santiago

33.8 *Improved security and safety conditions at the United Nations headquarters locations and the regional commissions*. During 2006-2007, increased staffing, enhanced access control and the establishment of a Security Control Centre resulted in improvements to security and safety conditions in the United Nations premises in Santiago. Headquarters minimum operating security standards compliance is now 85 per cent (compared with a 75 per cent baseline in 2004-2005). Evacuation times have also improved (drills showed complete evacuation in 12 minutes compared with 15 minutes over the previous biennium). The average time taken to respond to security incidents has also been reduced to 3.5 minutes, with incidents occurring within the complex attended to within 75 seconds during the latter part of the biennium. There were no unauthorized entries reported during the biennium.

Beirut

33.9 *Improved security and safety conditions at the United Nations headquarters locations and the regional commissions*. Several projects aimed at strengthening security at the United Nations House have been completed following the assassination of former Prime Minister Rafik Hariri in February 2005, the 17 explosions that have since occurred throughout the country and the July 2006 war in Lebanon. There is now 80 per cent compliance with headquarters minimum operating security standards in Beirut (compared with a 75 per cent baseline in 2004-2005). Evacuation procedures continue to improve, with evacuations being completed within established targets. Response times to emergency security incidents have also improved, with incidents attended to, on average, within 2 minutes. There were two unauthorized entries reported during 2006-2007 (compared with the baseline of zero unauthorized entries for 2004-2005).

Subprogramme 2
Regional field operation coordination

33.10 (a) *Improved security and safety of the working environment*. A focused effort on the completion and updating of existing security threat and risk assessments, as well as the establishment of minimum operating security standards, have been instrumental to improved staff safety and security globally. Currently, 94 per cent of locations have an updated security risk assessment. This has increased situational awareness and vigilance on the part of all staff members. The Department has continued its goal of ensuring that minimum operating security standards are established in all United Nations duty stations, with 95 per cent of worldwide locations having established such standards by the end of 2006-2007.

(b) *Security incidents are responded to in a timely manner*. By the end of the biennium, 87 per cent of locations have an updated country-level security plan, addressing various issues instrumental to ensuring rapid responses to security incidents. During 2006-2007, the Department was able to rapidly deploy field security officers to crisis locations around the world on very short notice. The Department undertook several emergency deployments, such as in Algeria, Lebanon, Pakistan and Somalia. A total of 71 security professionals of the Department from various duty stations around the world were deployed for a total of 1,918 work days. Several impediments still hinder the initial response to crises, including the lack of a standing crisis management team at United Nations headquarters; limited availability of suitable communications, accommodation, food and mobility resources in times of emergency; and the absence of a standing security team in reserve status that could be called upon to rapidly deploy to a crisis location.

Subprogramme 3
Field support

Stress management

33.11 (a) *Strengthened capacity of staff of the United Nations system to manage critical incident stress*. Targeting field staff and family members, the Department's Critical Incident Stress Management Unit counsellors and those under their technical supervision (42 counsellors) provided workshops on stress-related topics at United Nations offices around the globe, reaching 9,781 staff and their families worldwide. In addition to those preventative services, counsellors provided direct psychosocial support to 14,978 United Nations staff with further assistance to 3,955 staff in response to critical incidents (for example, emotional first aid and other crisis management services). A total of 30 counsellors received specialized training in critical incident stress management using a newly developed training package aimed at enhancing their technical capacities. While providing counselling services to 94 per cent of all staff who requested such services, the Department was unable to respond to the remaining staff owing to security restrictions that prevented counsellors from reaching the requesting staff.

Training

33.12 (a) *Enhanced abilities in security and safety matters of all actors in the United Nations security managements system, including designated officials, security management team members, security officers and staff members, through security training*. The Department made significant progress in increasing the number of security training standards that are regulated and harmonized across the security management system. A total of 23 security training programmes have been previously identified as requiring development and release. During 2006-2007, the Department completed 21 of these, with only a further two remaining to be developed. The Department trained 33 security management teams during the biennium. All Departmental chief security advisers, security advisers, field security coordination officers and resident coordinators appointed during the biennium were provided with security training. In addition, all United Nations personnel deployed worldwide received security awareness training by completing the course on basic and advanced security in the field (available on CD-ROM or over the Internet). This training has been supplemented by: the development and introduction in the field of a new training programme, Safe and Secure Approaches in Field Environments, for high-risk areas; security orientation briefings provided to staff upon arrival in a country; and country-specific security training in selected high-risk locations.

A standardized induction and refresher training programme for Safety and Security Officers personnel at Headquarters and offices away from Headquarters has been developed and released, reaching more than 1,200 security officers worldwide. In addition, the Department increased its support to the Department of Peacekeeping Operations through the provision of predeployment and annual security training, as well as a field security training programme for 98 security officers deployed in missions administered by the Department of Peacekeeping Operations. The Department's mobile medical training team also provided 371 security officers worldwide with basic first aid and emergency trauma training.